

HR Metrics



workforce tomorrow

12th Edition - February 2020

“2030 Sustainable Development Agenda has a range of dedicated goals and targets calling for governments to strive for gender parity, care for aging population, and deal with disabilities.”

DR. SHAMSHAD AKHTAR

Former Governor State Bank of Pakistan



ZAHID MUBARIK

SHRM-SCP, SPHRI, GPHR

I am glad to inform you that year 2019 has been very exciting in terms of following accomplishments:

60 international and national organizations in Pakistan participated in D&I research. Survey report contains 30 metrics which can be used by organisations to benchmarks their D&I initiatives and outcomes.

Women for Board Coaching Program was conducted at Karachi, providing opportunity to 32 delegates to have a structured dialogue on challenges and opportunities of having women as member Board of Directors.

32 organizations in Pakistan are now using “Global Diversity & Inclusion Benchmarks Standards (GDIB) to leverage their financial and social performance. We are transforming this group into “Network of Inclusive Organizations”. It will be a “go-to place” to learn from mutual experiences.

19 organizations have won GDIB Awards through an independent Jury evaluation. These companies deserve immense appreciation for aligning their D&I practices with organizational outcomes. Their success stories are being published in magazine for learning by others.

We are also starting a high-quality Training program on “Diversity, Inclusion and Leadership” with collaboration of faculty members of LUMS and hope that industry will benefit from this initiative.

I am glad to announce that Diversity Hub is formalizing “Equal Opportunities Advocacy Council” in Pakistan. It is comprising of accomplished parliamentarians, policy makers and influential leaders, who can initiate advocacy for “Equal Opportunity Reforms” through a legislative framework.

I am grateful to all stakeholders in the community for their valuable contribution overall and hope that we will be able to collectively “move the D&I needle” in 2020.



CEO HR Metrics

Member of the Board, The Centre for Global Inclusion USA

Executive Director ICEE for Europe, Middle East and Central Asia



“

Equal Opportunity Reforms are critical for inclusion of the underrepresented segments of the society in mainstream economy.

”

Dr. Shamshad Akhtar

Former UN Undersecretary,
Governor of State Bank of Pakistan,
Vice President of the World Bank
Special Senior Advisor & Director General of the ADB.



Diversity and inclusion are critical to promote long term sustainability, productivity and value creation of countries and companies. Inclusive growth and development set the precondition and scene for diversity, but it is not enough to rely on it exclusively. It is as such no surprise that 2030 Sustainable Development Agenda has a range of dedicated goals and targets calling for governments to strive for gender parity, care for aging population, and deal with disabilities. Underpinned by human rights considerations sustainable development goals (SDGs) advocate dignity, equitable access to jobs and basic services for all – in order to “leave no one behind.” SDGs are reinforced by already established international agreements and conventions that are implemented through specific action plans, now underway for a several years, to lift the opportunities for the neglected and vulnerable.

Focusing on gender diversity it would be fair to conclude that most countries are lagging in this area. Pakistan has however been at the low spectrum of recognizing the significance and has faltered in mainstreaming gender diversity. This is despite, Pakistan being signatory to, among others, Beijing Declaration and Platform for Action and the Convention on the Elimination of all forms of Discrimination Against Women etc. Country's Planning Commission commits to elevation of women's labor force participation to 45 percent and has encouraged Parliaments and provinces

to endorse and implementation of 2030 Sustainable Development Agenda and businesses are embracing sustainability, albeit, in a fragmented and selective manner. Regulatory frameworks and policies have yet to be shaped and tightened to demand a holistic compliance and implementation. Corporate sector of Pakistan has been nudged by the Securities Exchange Commission for Pakistan (SECP) to enhance women's participation in corporate Boards but this has made a modest difference only. Representation by companies to SECP to relax this condition has softened SECP accountability. Generally companies should be mandated to improve gender representation in the company as well as the Board. Companies should formally adopt and disclose publicly their compliance with gender representation and also adopt conducive policies to retain women.

Women led and focused social enterprises supported by financial industry should play a critical role for promoting women leadership. Value proposition of social enterprises is enhanced if accompanied by building women's business capabilities, social capital mobilization that operates on commercial principles. Generally, women leadership of social entrepreneurship is higher compared to traditional enterprises and female social entrepreneurs end up with an increased sense of financial independence and economic empowerment and strengthened status in their communities.

GLOBAL DIVERSITY & INCLUSION BENCHMARKS CONFERENCE AND AWARDS 2020

4 March - Marriott Karachi



BEST PRACTICES

Demonstrating current best practices in D&I, exemplary for other organizations globally

PROGRESSIVE

Implementing D&I systematically, showing improved results and outcomes

PROACTIVE

A clear awareness of value of D&I; starting to implement D&I systematically.

Why Diversity and Inclusion ?

According to McKinsey & Company 2015 research, there is positive correlation between diversity and organizational performance. 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. Companies in the top-quartile for **ethnic/cultural** diversity on executive teams were 33% more likely to have industry-leading profitability.



Guest of Honor

Dr. Shamshad Akhtar

Former UN Undersecretary,
Governor of State Bank of Pakistan,
Vice President of the World Bank
Special Senior Advisor & Director General
of the ADB.



Conference Objectives



Get into dialogue with distinguished speakers to understand the business case of linking D&I with organization's sustainability through social and financial performance indicators.



Understand the mechanism of progressive transformation from treating diversity as a matter of legal/ ethical compliance to positioning it as a strategic asset to compete in the market.

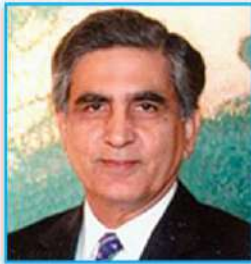


An invaluable opportunity for learning industry best practice and networking

Key Takeaways for Conference Participants



GDIB CONFERENCE SPEAKERS



Zaffar A. Khan
Former CEO
Engro Corporation



Qazi Azmat Isa
CEO
Pakistan Poverty Alleviation Fund



Shazad Dada
Chief Executive Officer
Standard Chartered Bank Pakistan



Marek Minkiewicz
CEO / MD
METRO Pakistan (Pvt) Ltd



Amir Ramzan
Country Director
British Council Pakistan



Shamoos Sultan
CEO & Founder
Khaadi Corporation (SMC-Pvt.) Ltd



Fatima Asad-Said
MD Corporate Governance
& People Solutions, Abacus



Nadeem Ahmed
GM HR
Engro Fertilizers Limited



Shafaq Javed
Senior Director, HR
PepsiCo Pakistan



Akmal Saeed
Head of Human Resources
Nestlé Pakistan



Nida Nasir
GM HR
Gray Mackenzie Restaurants International Limited
(KFC Pakistan)



Wajid Ali
Head HR
The First MicroFinanceBank Ltd



M Afzal Siddiqi
GM HR
Pakistan Petroleum Limited



Zeshan Taj Khan
VP HR
Engro Energy Limited



Nausheen Fatima
Regional Director Sales &
Distribution - North Telenor Pakistan



Junaid Jumani
Director Human Resources
AGP Limited



Saira Halai
GM HR Management, Talent & Diversity
HBL



Taimur Ali Beiram Khan
Head of Business Development South
ACCA Pakistan



Almas Abbas Ali
Head of Education South
ACCA Pakistan



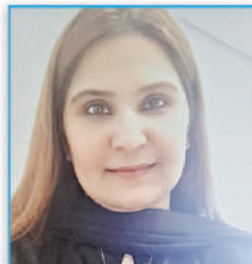
Muhammad Rizwan Dalia
Chief People Officer & Company Secretary
K-Electric Limited



Hena Sadiq
Audit and Assurance
Deloitte Yousof Adil



Hasan Azhar
Group CEO
HRSG



Arzoo Mahmood
SVP HR-RM
Habib Metropolitan Bank



Zahid Mubarak
Member BoD
The Centre for Global Inclusion USA

GDIB Award Winners 2020

 **Best Practices** **Progressive**

Vision Compensation Leadership Recruitment Benefits Assessment

 **Best Practices**

Vision Structure Compensation Communication Supplier Diversity

 **Best Practices** **Progressive**

Vision Structure Social Responsibility Products & Services Recruitment

 **Best Practices** **Progressive**


    

Vision Learning Benefits Communication Sustainability

 **Best Practices** **Progressive**


    




Vision Communication Leadership Recruitment Learning

 **Progressive**

Leadership Recruitment Communication Social Responsibility

 **Best Practices**


  




Vision Leadership Structure

 **Best Practices** **Progressive**

Sustainability Leadership Benefits

 **Progressive** **Proactive**


  



Benefits Compensation Recruitment

 **Progressive** **Proactive**


  



Social Responsibility Recruitment Learning

 **Best Practices**


 



Structure Benefits

 **Best Practices**


 


Learning Social Responsibility

 **Progressive**


 


Vision Products & Services

 **Best Practices**





Vision

 **Best Practices**





Structure

 **Best Practices**





Recruitment

 **Progressive**





Recruitment

 **Progressive**



Recruitment

 **Proactive**



Benefits

2019 Global Diversity & Inclusion Benchmarks Awards

GUEST OF HONOR



Kashmala Tariq

Federal Ombudsperson for Protection Against Harassment



WINNER ORGANIZATIONS



2018 Global Diversity & Inclusion Benchmarks Awards

GUEST OF HONOR



Roshan Khursheed Bharucha

Former Provincial Minister & Senator Member
National Commission for Human Development



WINNER ORGANIZATIONS



2017 Global Diversity & Inclusion Benchmarks Awards

GUEST OF HONOR



Marvi Memon

Member of the National Assembly of Pakistan



WINNER ORGANIZATIONS



2015 Global Diversity & Inclusion Benchmarks Awards



WINNER ORGANIZATIONS



Foreign Diplomats Roundtable Diversity & Inclusion Best Practices Swiss Consulate Karachi

1. Zahid Mubarik, CEO HR Metrics/ Member Board of Directors, The Centre for Global Inclusion USA
2. Brian Heath, Consular General of United States of America
3. Francois Dall'Orso, Consular General of France
4. Emil Wyss, Consular General of Switzerland.
5. Akira Ouchi, Consular General of Japan
6. Gill Atkinson, Deputy Head of Mission British Deputy High Commission
7. Oleg N.Avdeev, Consular General of the Russian Federation
8. Hadi Santoso, Consular General of Republic of Indonesia.
9. Charmaine H. Hidayataullah, Consular General De Monaco
10. Noor-E Helal Saifur Rahman, Deputy High Commissioner Bangladesh
11. Naheed Irshaduddin, Honorary Consular General of Denmark
12. Sadia Khan, Honorary Consular General of Finland
13. Laila Jamil, Senior Consultant Business Development, British Council
14. Kimberley D'Souza, Secretary General of Switzerland
15. Rukhsana Asghar, CEO Fulcrum Consulting
16. Tara Uzra Dawood, President Ladies Fund, Dawood Global Foundation



What is GDIB

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.



The Centre for Global Inclusion is a nonprofit organization and home of the free Global Diversity & Inclusion Benchmarks (Standards for Organizations Around the World). 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

Purpose of **GDIB** Awards



GDIB awards is a mechanism to recognize and encourage progressive organizations who use GDIB standards to align D&I with organizational policies and process for sustainable financial and social performance.



SUSTAINABLE DEVELOPMENT GOALS

The 2030 Agenda for Sustainable Development contains 17 Sustainable Development Goals (SDGs) with 169 targets. It expands the integration of environmental, social, and economic policies and raises the bar on the role that all types and sizes of organizations in various sectors should play in supporting the global sustainable development agenda. It mentions and supports workplace D&I and describes People, Planet, Prosperity, Peace, and Partnership as its focus. While many would make the case that all 17 goals support D&I, below are six goals that are especially consistent with the GDIB Categories and Benchmarks:



SDG 4: Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



SDG 5 : Gender Equality

Achieve gender equality and empower all women.



SDG 8: Decent Work and Economic Growth

Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.



SDG 9: Industry, Innovation and Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.



SDG 10: Reduced Inequalities

Reduce inequality within and among countries.



SDG 16: Peace, Justice and Strong Institutions

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels.

An increasing number of organizations around the world have made commitments to sustainability and are engaged in sustainability initiatives. Aligning D&I initiatives with sustainability efforts will strengthen both the sustainability initiative and the D&I initiative, resulting in more focused use of resources and the ability to achieve goals.

Awards Process

1

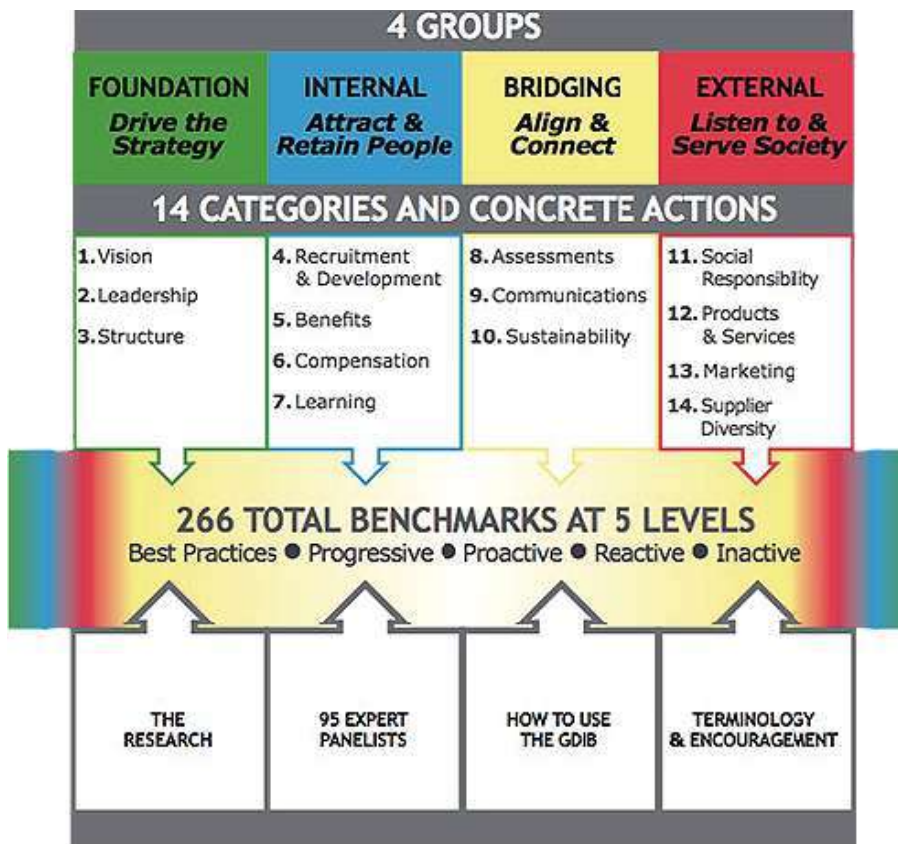
Obtain a free copy of GDIB Standards by signing user agreement at <http://centreforglobalinclusion.org/wp-content/uploads/2017/09/GDIB-Permission-Agreement-Sept.-2017.pdf>

2

Representative of the Centre for Global Inclusion will email you a copy of GDIB standards. Contact ambreen@thehrmetrics.com for any assistance.

3

GDIB Standards have 4 groups, 14 categories and 266 benchmarks. Each category has 5 levels



4

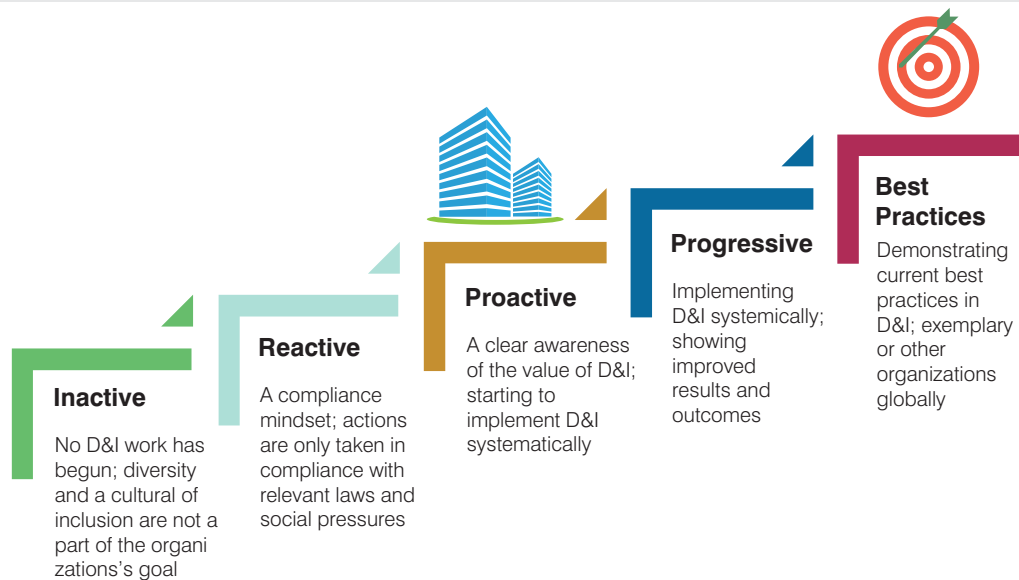
Select D&I initiatives of your organisation that you wish to submit to contest for GDIB Award. If the initiatives started before 2019 then it must have ended or ongoing in 2019. Since GDIB awards are held every year, we encourage organizations to submit current year initiatives.

5

GDIB awards exist in 14 categories. Organization can apply for one or more categories of awards.

Each category has following 5 levels of readiness. Organization can apply for award if D&I initiative(s) meet the benchmarks in the top three level (Proactive, Progressive or Best Practice). There is no award for basic two levels (Inactive and Reactive)

6



7

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8

LEVEL 3: PROACTIVE

- 4.12 The workforce is beginning to reflect the diversity found in the organization's qualified labor market, but there is still underutilization of certain groups in mid-level and senior-level positions and some functions.
- 4.13 Managers are educated in understanding differences and the impact their biases may have on selection, development, and advancement decisions.
- 4.14 External search firms are selected based in part on their expertise in diversity recruiting.
- 4.15 The organization offers a variety of development programs and encourages employees to take advantage of them.
- 4.16 The organization attempts to remove biases based on personality type; for example, showing or restraining emotions won't be seen as a barrier.

9

Provide a description (up to 300 words) of your initiative supporting those benchmarks. Submissions exceeding 300 words will not be considered.

Provide verifiable evidence to support your description. It may include a reference, video, photograph, published article, case study, testimonial or policy extract. Please send your submissions along with verifiable evidence to Ambreen@thehrmetrics.com. Please sure you get

10

11

Jury for Awards comprising of 5 neutral members of high professional/ethical repute will assess all submissions. Where necessary, Jury can ask for more evidence.

Entry Fee for each category of award is Rs 50,000 (Exclusive of Tax). To be considered for award, prior payment is mandatory. Awards are decided on merit. Submission for award/payment does not guarantee winning the award.

12

13

Award winning organizations are allocated one page per award in HR magazine to publish their D&I story, organization leaders interview or article.

Video of leader of award winning organisations is also recorded on the day of awards.

14

15

Organization winning highest number of awards gets one gift pass worth 2170 \$ for SHRM Annual Conference & Exposition at San Diego USA from 28 June-1 July 2020.



16

For any query, please feel free to contact Ambreen@thehrmetrics.com

JURY MEMBERS



Ayesha Aziz

Managing Director
Pak Brunei Investment
Company



Moneeza Usman But

Partner
KPMG Taseer Hadi & Co.
Chartered Accountant



Dr. Jawad Syed

Professor and Former Dean
Suleman Dawood School of
Business
LUMS



Dr. Sadia Nadeem

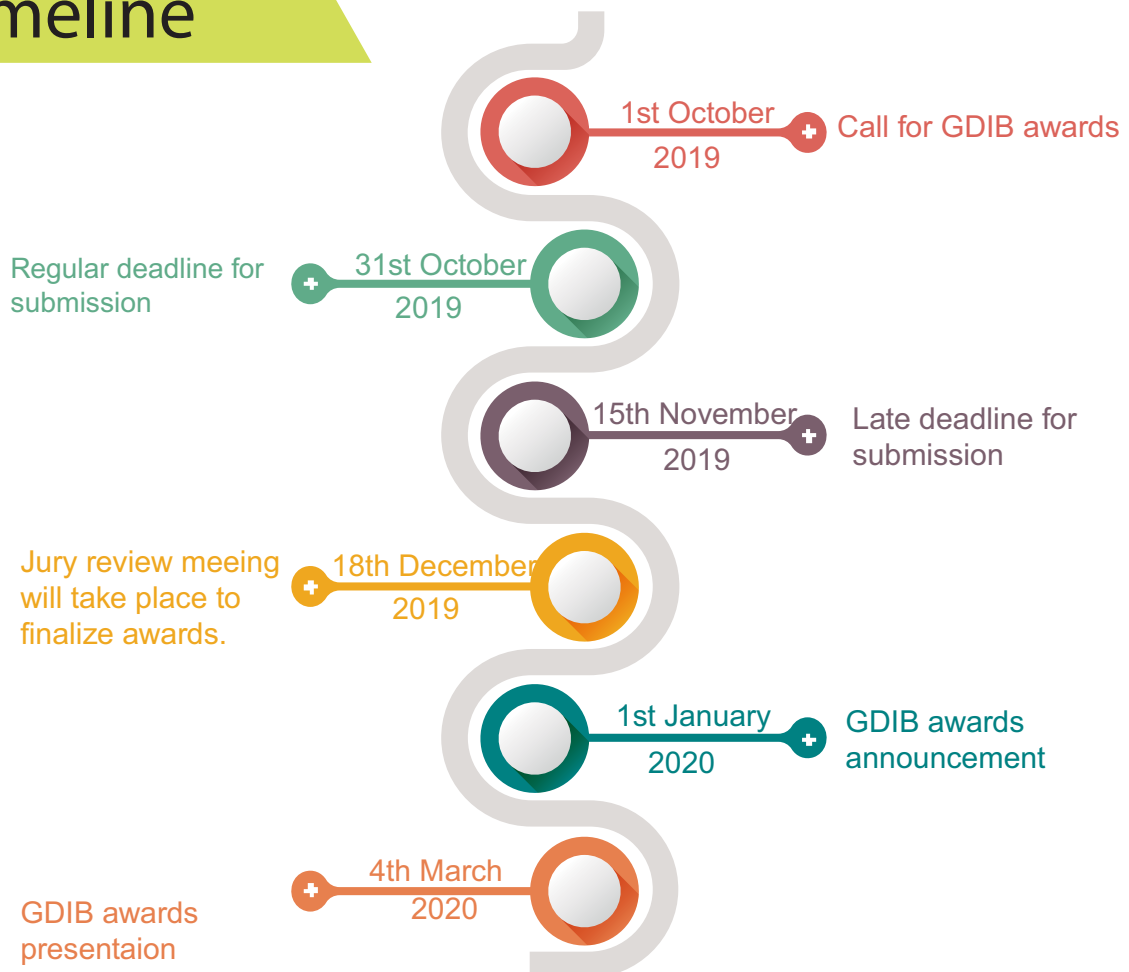
Dean
FAST School of Management
NUCES



Zahid Mubarik

CEO HR Metrics
Member Board of Directors
The Centre for Global
Inclusion USA

Timeline



About Diversity Hub



Diversity Hub Pakistan is a center of expertise within HR Metrics Consulting, with a mission to help organizations become sustainable through inclusive cultural and behavioral change. Diversity Hub reviews emerging global best practices, carries out local research to understand industry need, produces data driven research reports and designs bespoke solutions to facilitate desired outcomes. The Hub also maintains competency inventory of its members to promote mutual learning and networking.

Diversity Hub offers following services to the organizations:

- Annual D&I research and benchmarking survey
- Training program: critical competencies for women to become effective board member
- Global Diversity & Inclusion Benchmarks Certificate Program
- GDIB annual awards and conference
- D&I magazine and video stories for organizations' impact stories

About HR Metrics



HR Metrics is pioneer in South Asia for introducing evidence based analytical frameworks for workforce management to leverage employees' performance and organization productivity in verifiable measurable terms. We have expertise in 4 areas including HR Analytics, Diversity & Inclusion, Global HR Standards, and Competency based SHRM Certification.

Organizer

Zahid Mubarak SHRM-SCP, SPHRi, GPHR
Executive Director ICEE for Europe, Middle East and Central Asia
Member of the Board, The Centre for Global Inclusion USA
Member ISO Technical Committee 260 HR Standards
Chair HR Standards Committee Pakistan
President SHRM Forum Pakistan
CEO HR Metrics



Zahid Mubarak is the CEO of HR Metrics and SHRM Partner in Pakistan. He is a global expert in human capital measurement metrics/analytics. Zahid is the only HR Leader from Asia to become member ISO Technical Committee 260 which comprised of experts from 11 countries including USA, UK, Pakistan, France, Germany, Sweden, Switzerland, Austria, Norway, Netherlands and Portugal for developing global HR standards. Zahid actively participated in HR standards meetings at Washington, London, Melbourne, Rotterdam, Paris, Singapore, Bali and Milan. As a recognition of his contribution, he was elected as Global Convener of ISO HR Metrics Standards Working Group. During his leadership, ISO published two global HR standards specifications including Quality of Hire and Impact of Hire". Currently he is Executive Director HR Standards at International Centre for Enterprise Engagement (ICEE) USA, being responsible for HR standards certifications in 3 regions including Europe, Middle East and Central Asia. He has the honor of being distinguished speaker in international HR conferences/seminars at Las Vegas, Beijing, Moscow, Baku, Hanoi and Dubai. Zahid introduced SHRM Competency based HR Certification in Pakistan. Zahid is a member Board of Directors, The Centre for Global Inclusion USA. He introduced Global Diversity & Inclusion Benchmarks Standards in Pakistan. He is the Editor in Chief of HR Magazine "Workforce Tomorrow".



W  men
for Board
Breaking Barriers

SPEAKERS



Farrukh H Sabzwari

Chairman
Securities and Exchange
Commission of Pakistan



Dr. Shamshad Akhtar

Former Governor
State Bank of Pakistan



Zaffar. A Khan

Former CEO
Engro Corporation



Musharaf Hai

Former CEO
Unilever and LOréal



Dr. Ayesha Khan

CEO
Acumen Pakistan



Shazad Dada

CEO
Standard Chartered Bank
Pakistan Limited



Ayesha Aziz

Managing Director
Pak Brunei Investment
Company



Naz Khan

Managing Director
X-Petroleum Limited



Madiha Khalid

Director HR
Shell Pakistan



Zahid Mubarik

CEO
HR Metrics

Speakers' Profile



Farrukh H Sabzwari
Chairman
Securities and Exchange
Commission of Pakistan

Farrukh H. Sabzwari is an MBA in Finance and has more than 25 years of professional experience in the capital markets in Pakistan and abroad. Before joining the SECP as a Commissioner in December 2018, he was the CEO of BMA Capital Management, one of Pakistans largest firms dealing in financial services. His previous senior management roles include a 7-year stint with Credit Suisse Securities in Singapore as Director APAC Equities Sales from 2010 to 2017. Prior to that, he was CEO at KASB Securities, a Merrill Lynch JV partner in Pakistan, a position he held from 2005 to 2009. He also spent more than 8 years at CLSA, a Citic-owned boutique investment firm, as Country Manager and Head of Sales for Pakistan from 1995 to 2001, and subsequently as VP subcontinent sales in New York in 2001-2003. He completed his Singapore Broker License and Indonesian Capital market Exams in 2010 and his Series 7 and 63 in New York in 2001.

Dr. Shamshad Akhtar held the position of Pakistan Central Bank Governor from 2006 till 2009. As Pakistans Governor of Central Bank, she was nominated Asias Best Central Bank Governor by Emerging Market Groups in 2006 and Bankers Trust in 2007. She also served as UN Under Secretary for Asia and Pacific Continents and UN Secretary General Special Senior Economic and Finance Advisor of UN Secretary General and UN G20 Sherpa. Dr. Shamshad also served to develop 2030 Sustainable Development Agenda and Development Finance International Architectures. She was the Vice President of World Bank in the Middle East and North Africa and the ADB Special Senior Advisor to President of ADB and Director General of South East Asia. Dr. Shamshad was also nominated as top ten of Asias Women in 2008 by the Asian Wall Street Journal. She is also one of the leading members of 12 member Chinas Global Advisory Council for Belt and Road Initiative (BRI/CPEC) for a period of 5 years. She is currently the chairperson of KarandaaZ.



Dr. Shamshad Akhtar
Former Governor
State Bank of Pakistan



Zaffar. A Khan
Former CEO
Engro Corporation

Mr. Zaffar A. Khan graduated as a Mechanical Engineer and soon thereafter joined Engro. He served the company for 35 years; the last 6 years were as the CEO. Upon retirement, he served as the Chairman of PTCL , Karachi Stock Exchange and PIA. Currently, he is an Adjunct Professor at IBA where he teaches Human Resources Management. Mr. Khan completed an Advanced Management Program from the University of Hawaii and has undertaken several short courses from the Harvard Business School & INSEAD. Mr. Khan served on several boards in the Private Sector, Public Sector & Civil Society Organization. Current Board appointments include Security Printing Corporation of Pakistan, Benazir Income Support Program, Data Check Ltd, Acumen Pakistan & Pakistan Centre for Philanthropy. Mr. Zaffar is a recipient of Sitara-e-Imtiaz.

Speakers' Profile

Musharaf Hai is the first woman and only the second Pakistani to head Unilever operations in the country. She joined Unilever Pakistan in 1983 in the Marketing Department. From 1993 to 1996 she was assigned to Unilever Headquarters in London, working for Unilever's East Asia-Pacific and Africa/Middle East operations. On her return to Pakistan, Musharaf Hai was made responsible for Unilever Pakistan's Ice Cream Division, Home & Personal Care Division. She was the first Pakistani woman to become the Chairman and CEO of Unilever Pakistan in July 2001. She left the company to launch L'Oréal Pakistan. Competing against established brands, such as P&G and Unilever, L'Oréal Pakistan has grown exponentially under her leadership.



Musharaf Hai
Former CEO
Unilever and L'Oréal



Dr. Ayesha Khan
CEO
Acumen Pakistan

Dr. Ayesha Khan leads Acumen's work in Pakistan, setting strategy and spearheading business development efforts. Dr. Khan has previously worked as the head of strategy at the largest bank in Pakistan, where she was responsible for aligning corporate focus, and defining a comprehensive plan to achieve long-term growth targets. She has also worked in New York as a management consultant with McKinsey and Company, where she primarily concentrated on the financial sector and with the UNDP. Dr. Khan holds a doctorate from the Harvard Business School, a graduate degree in International Economics from Harvard University and an undergraduate degree in economics from Princeton University.

Shazad Dada is the Chief Executive Officer and member of the Board of Directors of Standard Chartered Bank (Pakistan) Ltd. Prior to joining Standard Chartered, he was the Chief Executive Officer and Managing Director of Barclays Pakistan. Shazad has also worked at the Deutsche Bank Securities Inc in New York for over 15 years in various capacities; last as the Managing Director in the Mergers, Acquisitions, and Corporate Advisory Group before moving back to Pakistan. Shazad is the Chairman of the Board of Trustees of Developments in Literacy, member of Board of Directors British Business Centre, Vice President of Overseas Investors Chamber of Commerce and Industry and a Council member of Institute of Bankers Pakistan. He has also held various senior non-executive level positions in the past including Chairman of Pakistan Mercantile Exchange, Chairman Pakistan Banks Association, Independent Director of the Pakistan Stock Exchange (PSX) and KSE and member of Board of Directors of Sui Southern Gas Company among others. He was recently ranked 6 among 40 people around the world who were considered as Women Role Model CEOs.



Shazad Dada
CEO
Standard Chartered Bank
Pakistan Limited

Speakers' Profile



Ayesha Aziz
Managing Director
Pak Brunei Investment
Company

Ms. Aziz is the Managing Director of Pak Brunei Investment Company and has diverse experience in investment banking, private equity, and portfolio management. She was associated with the ANZ Banking Group for ten years where, amongst other assignments, she worked on the Financial Engineering desk in London. Ms. Aziz was involved in establishing and managing business operations and subsidiaries of Pak Oman Investment Company, including a Microfinance Bank and an Asset Management company. More recently, she has overseen the establishment of a specialized Leasing Company and a listed Modaraba Fund where she serves on the Board as Chairperson and Member respectively. She is currently also on the Board of KSB Pumps, and has been on Punjab Board of Investment and Sindh Enterprise development board amongst others in the past.

Ms. Naz Khan is currently the Managing Director of X-Petroleum Limited. Prior to this, she was the Chief Financial Officer of Engro Corporation Ltd. During this period, she was part of the team at Corp that implemented a successful turn-around through several transactions including restructurings, listings and new projects. Previously, Naz has been involved with the financial and capital markets for over 18 years on the asset management, investment banking and broking sides. Naz has also served on the Boards of Mutual Fund Association of Pakistan (MUFAP), Young Presidents Organization (YPO) and several company boards, which currently include Shell Pakistan, Pakistan Stock Exchange, UBL Fund Managers Limited and IGI Life Insurance. Naz holds a B.A. in Economics from Mount Holyoke College, MA, USA, and has attended leadership and management courses at INSEAD, Harvard University and Georgetown University.



Naz Khan
Managing Director
X-Petroleum Limited



Madiha Khalid
Director HR
Shell Pakistan

Madiha Khalid is Director Human Resources at Shell Pakistan Limited. She joined Shell in 2006 and has held a variety of local and regional roles ranging from Recruitment, Learning, Business Partnering for corporate and commercial businesses in Pakistan, Middle East and Central Asia. She has recently been elected as a Board of Director on the Shell Pakistan Board. Prior to Shell, she worked with ABN AMRO bank for a short time. Madiha is a Chartered Member from the Chartered Institute of Personnel and Development (CIPD) UK, and she holds an MBA degree.

Key Insights By Distinguished Speakers

Zahid Mubarik

SHRM-SCP, SPHRI, GPHR
CEO HR Metrics

- 6 out of 17 Sustainable Development Goals in the UN 2030 Agenda focuses on Diversity and Inclusion goals.
- According to McKinsey & Company 2015 research, there is a correlation between diversity and business performance. 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.
- Diversity Hub conducted a Diversity and Inclusion Survey by obtaining data from 60 organizations. The report states:
 - Gender diversity emerges as top priority area for capacity building of organizations during 2019, followed by disability and cultural diversity.
 - Benchmarking diversity, particularly the gender diversity, is of high interest for 85% organizations.
 - According to the survey responses of 60 organizations, mean gender diversity varies at different levels:
 - Board level (15%),
 - C-suite level (18%)
 - Management (15%)
 - Non-management level (13%).
 - For a robust supply, it is important to build gender diversity pipeline at all levels.
 - Harassment prevention and handling training is the top intervention to foster gender diversity in 33% and 50% organizations respectively.
 - 12% organizations have D&I responsibility at Board/C-suite level executive. 38% organizations have responsibility with CHRO and remaining organization have delegated responsibility at lower level. For a strong business case, resource allocation, result orientation and accountability, it is important that D&I must be a KPI of member board of directors for better governance. Delegating D&I to HR without Board of Director responsibility is not a delegation but abdication of responsibility.

Farrukh H Sabzwari

Chairman
Securities and Exchange Commission of Pakistan

- In Pakistan, there are 210 Million people, out of which 49 percent are women. Only 22 percent are in a position which represent any form of economic activity.
- Women face many biases in their everyday life but the SECP is trying to bring about change. We need to make a conscious effort to include women in our companies.
- For SECP, the financial literacy has become a priority area where women can be trained.
- In 2013, the proportion of women on board in public listed companies were 33 percent. In 2018, the proportion of women board members have increased to 47 percent.
- According to McKinsey, one-third of the board should be diverse to have truly inclusive organizations with meaningful progress
- A gender diversity report was published in 2018. In terms of gender disparity, Pakistan is second last in the list, just above Vietnam

Zaffar A.Khan

Former CEO
Engro Corporation

- Being on a board is not a job. It's about giving direction to the organization, contributing to a cause, protecting the shareholders' interest and upholding the trust of all stakeholders
- It is exciting to be on a board because members are looked up to for advice and are respected and appreciated. Being able to impact positively also gives a sense of fulfillment and members learn a great deal from each other.
- Becoming a board member is an honor and board members get 360-degree exposure thereby widening their horizon, abilities and experience base.
- Everyone in a board room is empowered because they have less authority and more responsibility.
- As a board member, you have to safeguard the most valuable assets, of which your reputation is a big one.

Key Insights By Distinguished Speakers

Ayesha Aziz

Managing Director
Pak Brunei Investment Company

- Unless we question the patriarchy, women are not going to go anywhere.
- In a house, it takes a man and woman to raise kids. A company is no different. It needs the combined efforts of male and female employees to make an organization successful.
- It is important to have women at every level of the organization and not just at the board.
- We need to make a conscious effort to stand up for our rights.
- If you want to grow professionally, you can't stay away from hard work and responsibilities which a board position requires.

Madiha Khalid

Director HR
Shell Pakistan

- To make your voice heard, always speak first in the board meetings.
- Enlist the support of people in your professional and personal life to help you figure out complex situations.
- You should always ask for help when you need it so you can make through the challenges and make things better.
- Get a sponsor who has an influence on decision-making, has worked with you and most importantly, believes in you.
- Understand the unwritten rules of the organization. For example, if the unwritten rule is to get the buy-in from all leaders before your proposal meeting then meet with individual leaders and get a buy-in before the official meeting commences.
- Be authentic. Don't fake it till you make it. Champion every cause in an authentic manner. Shell Pakistan introduced Lunch and Learn Series to break the unconscious biases so that people truly understand what it means to empathize with others through open communication.

Shazad Dada

CEO
Standard Chartered Bank Pakistan Limited

- Diversity brings a unique perspective and enhances performance. Being diverse means having a strategic mindset and bringing new conversations to the board rooms.
- Gender diversity is a challenge not only faced by Pakistan but by other countries as well.
- There are 22 females on boards of family members which is the 4 percent women representation on family member boards.
- Challenges faced by women include getting women onboard and making their voices heard.
- As a board member, you really need to know your subject and really know yourself. If you know these things, then never give up in trying to bring change.

Workshop on Diversity, Inclusion and Leadership (DIL)

**Program Directors: Dr Jawad Syed (LUMS), Dr Faiza Ali (LUMS)
and Mr Zahid Mubarak (HR Metrics)**
Program Duration: Three days (29-30 April & 1 May 2020)

Venue: Marriott Hotel, Karachi

Objectives and significance

This workshop is designed to develop capacity needed for policy makers, business leaders, entrepreneurs and managers for effectively understanding and managing diversity and inclusion in organizations. The program is designed for middle to senior level executives in private and public sector organisations.

Diverse employees including women, older workers, ethnic and faith minority groups, disabled persons well as those of diverse social class backgrounds face unique challenges in the workplace and career progression but they also add unique value and diverse talent. There is a clear business case for managing diversity in the workplace. Diverse employees shatter groupthink, improve communications and leadership dynamics, and reinvigorate organisations in ways that make them more competitive and response to diverse markets. Gender also intersects with different forms of identity and affects opportunities and challenges facing different individuals.

Research shows companies with a critical mass of gender and diversity both in employment and leadership enjoy significantly better performance. According to Deloitte research, inclusive and diverse organizations see better business performance in terms of ability to innovate, (83% improvement) responsiveness to changing customer needs (31% improvement) and team collaboration (42% improvement). Different types of diversity may be leveraged to increase business outcomes. For example, according to McKinsey & Company, gender-diverse companies are 15% more likely to outperform their peers and ethnically-diverse companies are 35% more likely to outperform their peers.

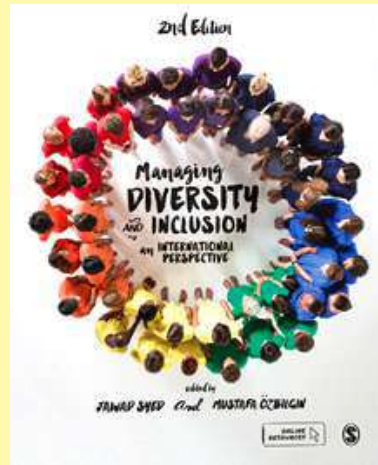
The program will comprise two key components, i.e., diversity and inclusion, and leadership:

Diversity and Inclusion

1. The business and social cases of diversity and inclusion
2. Gender and diversity sensitization
3. Understand unconscious biases, promoting behavioural change, understanding and addressing backlash
4. Cultural and structural barriers
5. Understanding issues of sexual harassment in the workplace
6. Issues of mobility, gender segregation, maternity, day care, flexible work and work family balance

Leadership

7. Women on boards: Key issues and challenges, best practices, regulatory and ethical reasons, business case.



8. Key findings and takeaways from the Diversity and Inclusion Survey 2019 and introduction to GDIB tool
9. Examine and learn from best practices in Pakistani and international organisations
10. Lead your firm to better understand and foster diversity and inclusion for better organisational and social performance: business case of diversity.
11. Improve your leadership skills: Learn different approaches to manage and lead diversity
12. Tools and techniques for promotion of leadership of women as middle to senior level executives as well as their participation in board rooms

The participants will get an opportunity to advance their management and leadership skills through small groups and classroom discussions and informal interactions to explore best practices and new research, share insights and compare experiences. They will also be facilitated and expected to work on the first draft or review the existing draft of the diversity policy of their organization.

Benefits for Participants

- Develop a critical understanding of issues of diversity and inclusion and their relevance to organisations and leadership
- Learn how to build, nurture and lead inclusive and diverse teams that are more innovative, collaborative, and responsive to changing requirements of the market.
- Examine and learn from best leadership practices from Pakistani and international organisations in terms of promoting diversity and inclusion
- Certificate of participation

Benefits for Organisations

- Develop a forte in understanding and managing gender and other dimensions of diversity
- The first preliminary draft of the diversity policy for the organization.
- Achieve better business and CSR outcomes by fostering gender and diversity in employment and leadership
- Enjoy an employer of choice status locally and internationally due to key services and outcomes in the area of gender and diversity

Tentative Topics

1. The business and social cases of diversity and inclusion
2. Theoretical perspectives on diversity and inclusion
3. Macro-level survey data on gender and diversity in Pakistan
4. Key issues and best practices of diversity and leadership in the world and in Pakistan
5. The unconscious bias, backlash, harassment and how to deal with them
6. Key cultural and structural challenges in private and public sectors
7. Organisational and real-life illustrations by participants

Methodologies and Content

The interactive case study method, comprising of local and Harvard cases, and the following learning methodologies will be used:

- Small group discussions
- Organisational assessments
- Peer learning
- Self-assessments
- Presentations from participants
- Case studies
- Simulations and experiential learning activities

Participants' Profile

There is an increasing interest in gender and diversity in Pakistan's private and public-sector organisations which is consistent not only with the notions of social responsibility and community service but also with the growing expectations of national and international stakeholders. A wide range of public officials, policy makers, private sector entrepreneurs, SMEs etc may be interested in this program. In particular, we expect that CHRO, HR managers, subject specialists and other middle to senior managers will benefit from this workshop

About the instructors



Dr Jawad Syed, PhD (Macquarie) is a professor of organisational behaviour and leadership at LUMS. He has written several books, research articles and case studies on gender and diversity in organizations.



Dr Faiza Ali, PhD (MGSM) is an associate professor of organisational behaviour at LUMS. She has written several journal articles, case studies and book chapters on gender equality in organizations.



Mr. Zahid Mubarik (SHRM-SCP, SPHRi, GPHR) is CEO of HR Metrics and President of SHRM Forum Pakistan. He is also Chair of HR Standards Committee Pakistan and member of ISO Technical Committee 260 HR Standards. Moreover, he is a member of the Board, The Centre for Global Inclusion USA.

Equal Opportunity Advocacy Council



Dr. Shamshad Akhtar
Former Governor
State Bank of Pakistan (**Council Chair**)



Ms. Sherry Rehman
Senator



Ms. Kanwal Shauzab
MNA



Ms. Kashmala Tariq
Federal Ombudsperson
for Protection Against
Harassment



Ms. Roshan Khurshid
Former Federal Minister for
Human Rights



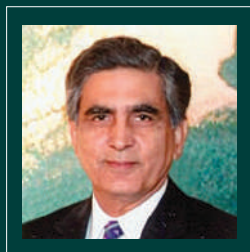
Ms. Andleeb Abbass
MNA



Ms. Rukhsana Zuberi
Senator



Mr. Shazad Dada
CEO
Standard Chartered Bank
Pakistan Limited



Mr. Zaffar A. Khan
Former CEO
Engro Corporation



Mr. Zahid Mubarik
CEO
HR Metrics

Why Equal Opportunity

No society is free from discrimination. Indeed, discrimination in employment is a universal and permanently evolving phenomenon. Millions of people around the world are denied access to jobs, growth, receive low wages or are restricted to certain occupations simply based on their sex, skin color, ethnicity or beliefs, without regard to their capabilities and skills. Even in developed countries, for example, women workers still earn between 20 and 25 percent less than male colleagues performing equal work of equal value.

On 25 September 2015, 193 countries of the United Nations adopted the “2030 Agenda containing 17 Sustainable Development Goals (SDGs) with 169 targets. It expands the integration of environmental, social, and economic policies and raises the bar on the role that all types and sizes of organizations in various sectors should play in supporting the global sustainable development agenda. It mentions and supports workplace D&I and describes People, Planet, Prosperity, Peace, and Partnership as its focus.

ILO standards on equal opportunity prohibit discrimination in all aspects of work in society. Freedom from discrimination is a fundamental human right and is essential for workers to be able to choose their employment freely, develop their potential to the full and reap economic rewards based on merit.

What Other Countries are Doing

Various countries in the world have enacted “Equal Employment Opportunity Law”, which demonstrate government policy that requires that employers do not discriminate against employees and job applicants based upon certain characteristics, such as age, race, color, creed, sex, religion, and disability. Here are some of examples

- **USA Equal Opportunity Commission:** <https://www.eeoc.gov/eeoc/index.cfm>
- **Canada Employment Equity Act:** <https://laws-lois.justice.gc.ca/eng/acts/e-5.401/page-1.html#h-215135>
- **UK Equal Opportunities Commission:** <https://www.eoc.org.uk>
- **India Equal Employment Opportunity:** <https://defindia.org/files/2015/06/DEF-Equal-Employment-Opportunity-EEO-AND-Anti-Discrimination-Policy.pdf>
- **UAE Gender Equality:** <https://uaesdgs.ae/en/goals/gender-equality>
- **Malaysia considering “Equal Opportunity Commission”**
<https://www.freemalaysiatoday.com/category/nation/2017/12/09/set-up-equal-opportunities-commission-to-take-malaysia-forward-urges-g25/>

Pakistan’s Scenario

Article 26 of Pakistan Constitution says, “no person otherwise qualified can be discriminated against in the matter of employment based on race, religion, caste, sex, residence or place of birth”. Discrimination is admissible only when based on competency. Progressive countries realize the benefits of equal opportunity and therefore have “Measurable Framework” to monitor implementation of equal opportunity law. For example, in USA, The Equal Employment Opportunity Commission (EEOC) is responsible for monitoring and enforcing federal laws that make it illegal to discriminate against an employee because of the person's race, color, religion, sex (including pregnancy, gender, and sexual orientation), national origin, age, disability or genetic information. EEOC maintains an accurate reporting and compliance framework for EEO law. See <https://www.eeoc.gov>

Economic and Social Benefits of Equal Opportunity for Pakistan

Bringing equity to the workplace also has significant economic benefits. Employers who practice equal opportunity have access to a larger, more diverse and higher quality workforce. Workers who embrace equal opportunities have greater access to training and often receive higher wages. The profits of a globalized economy are more fairly distributed in a society with equality, leading to greater social stability and broader public support for further economic development. Equal opportunity practices help individuals feel they are being treated fairly and equally, which can increase an individual's level of commitment, satisfaction, and loyalty to their employer.

Equal Opportunity Advocacy Council

HR Metrics has formed a voluntary Equal Opportunity Advocacy Council (EOAC). The EOAC comprises of Dr. Shamshad Akhtar, Former Governor State Bank of Pakistan (Council Chair), Senator Sherry Rehman, MNA Kanwal Shauzab, MNA Andleeb Abbass, Senator Rukhsana Zuberi, Kashmala Tariq Federal Ombudsperson for Protection against Harassment, Roshan Khursheed Bharucha, Former Federal Minister for Human Rights, Zaffar A. Khan Former CEO Engro Corporation and Zahid Mubarik CEO HR Metrics. EOAC members come from any political party or faith but willing to collaborate with each other without any bias. Following is the role of EOAC members.

- **AnalysethestrategicsignificanceofequalopportunityforPakistan'seconomicgrowth**
- **ProposeastructuredbodyforimplementingConstitutionArticle26.**
- **MembersofSIACareexpectedtoraisevoicefortablingabillintheparliamentfor“EqualOpportunityCommission”.**

Draft Proposal for Law: Equal Employment Opportunity Commission

Recommended to be Applicable on Private Employers, Federal and Provincial Governments, Educational Institutions

Draft EEO law protects from discrimination on the following basis:

RACE, COLOR, RELIGION, SEX, NATIONAL ORIGIN

It protects applicants and employees from discrimination in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment, on the basis of race, color, religion, sex (including pregnancy), or national origin. Religious discrimination includes failing to reasonably accommodate an employee's religious practices where the accommodation does not impose undue hardship.

DISABILITY

It protects qualified individuals from discrimination on the basis of disability in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment. Disability discrimination includes not making reasonable accommodation to the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or employee, barring undue hardship.

AGE

It protects applicants and employees 40 years of age or older from discrimination based on age in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment.

GENETICS

It protects applicants and employees from discrimination based on genetic information in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment. It restricts employers' acquisition of genetic information and strictly limits disclosure of genetic information. Genetic information includes information about genetic tests of applicants, employees, or their family members; the manifestation of diseases or disorders in family members (family medical history); and requests for or receipt of genetic services by applicants, employees, or their family members.

SEX (WAGES)

It prohibits sex discrimination in the payment of wages to women and men performing substantially equal work, in jobs that require equal skill, effort, and responsibility, under similar working conditions, in the same establishment.

RETALIATION

It prohibits covered entities from retaliating against a person who files a charge of discrimination, participates in a discrimination proceeding, or otherwise opposes an unlawful employment practice.

WHAT TO DO IF YOU BELIEVE DISCRIMINATION HAS OCCURRED

To preserve the ability of EOC to act on your behalf and to protect your right to file a private lawsuit, aggrieved party to contact EOC promptly when discrimination is suspected. EOC will lay down the process of reporting discrimination

ARMED FORCES VETERANS

It prohibits job discrimination and requires affirmative action to employ and advance in employment disabled veterans, recently separated veterans (within three years of discharge or release from active duty), other protected veterans (who served during a war or in a campaign or expedition for which a campaign badge has been authorized), and Armed Forces service medal veterans (who, while on active duty, participated in Pakistan military operation for which an Armed Forces service medal was awarded).

Top 6 Diversity Role Model Executive

Shazad Dada

Chief Executive Officer,
Standard Chartered Bank(Pakistan) Limited

Shazad Dada is the Chief Executive Officer and member of the Board of Directors of Standard Chartered Bank (Pakistan) Ltd.

Shazad is a graduate with honours from University of Pennsylvania with Bachelors of Science and Bachelors of Arts degrees, and also has an MBA from the Wharton Business School, University of Pennsylvania. He is a seasoned banker and a prominent capital markets professional, with over 26 years of diverse experience with renowned financial institutions in the United States and Pakistan.

Prior to joining Standard Chartered, he was the Chief Executive Officer and Managing Director of Barclays Pakistan. Shazad has also worked at the Deutsche Bank Securities Inc in New York for over 15 years in various capacities; last as the Managing Director in the Mergers, Acquisitions, and Corporate Advisory Group before moving back to Pakistan the Managing Director for Deutsche Bank AG Pakistan

Shazad is the President of Overseas Investors Chamber of Commerce and Industry (OICCI) which is the largest & oldest chamber operating in Pakistan, Chairman of the Board of Trustee of Developments in Literacy (DIL) Pakistan and member of Board of Directors British Business Centre Pakistan. He has also held various senior non-executive level positions in the past including Chairman of Pakistan Mercantile Exchange, Chairman Pakistan Banks Association where he played a key role in shaping the overall banking industry in Pakistan to its current prominence. Furthermore, Shazad has also served as an Independent Director of the Pakistan Stock Exchange (PSX). He has been the member of the Board of Directors of Sui Southern Gas Company Limited and the Karachi Stock Exchange, Member Board of Governors of British Overseas School as well as on



Board of Trustees for British Overseas Educational Trust and member of the Board of Advisors at AISEC Pakistan. Besides this, Shazad is also associated with various reputed charitable organisations. Very recently, Shazad has been recognised as the sixth top Advocate Executive globally by the HERoes Women Role Model Lists 2019 supported by Yahoo Finance for his achievements in promoting gender diversity at workplace.

He is an avid golfer with a keen interest in a number of sports including tennis and chess.

Top 6 Diversity Role Model Executive

In the Women Role Model List 2019, you are ranked 6 out of 40 executives in the world. What are the reasons that compelled you to become a role model for women and made you a part of such distinguished list?

Personally, this is an area which is extremely close to my heart especially with reference to gender diversity. I have a lot of strong women to thank for my personal as well as professional development. Growing up I was surrounded by 10 wonderful aunts and 3 brilliant sisters. My mother - a strong, loving woman with heightened business acumen was my key mentor in life and to date I continue to draw inspiration from her teachings. My wife and daughter amaze me every day. Having my life positively influenced by women close to me has inculcated a strong belief in women empowerment and the roles they can play in changing the world for better. I could always sense the strength my mother, sisters and aunts resonated in their everyday activities. Their passion, drive, diligence was always a source of inspiration for me to achieve long and short terms goals. My mother, especially was a very strong woman. I learnt from her the importance of having an entrepreneurial mindset. Not only that, seeing her being the visionary she was and being one of the most successful entrepreneurs known to me at that time, I became a firm believer of the importance of including women as an active participant of the Pakistan economy. My belief was further strengthened when I started my career with Deutsche Bank with a female manager. She taught me how to grasp the reins to achieve success in the corporate sector. Whatever I am today, in my person and professional life, I owe it to the women around me.

In addition, being the Chief Executive Officer at Standard Chartered Bank (Pakistan) Limited, the gender agenda is critical to our business success and fundamental to our purpose. We are committed to creating an inclusive environment that leverages our colleagues' diverse strengths and positively impacts our clients and communities.

Since 2015, we have implemented enablers that have encouraged gender diversity in Standard Chartered Pakistan. Be it the daycare policy for women and young children, revision of maternity and paternity leave benefits, mentoring and wellness sessions for women, flexible working hours, increased focus on female hiring and retention, increasing female representation in senior roles or commitment to the Fair Pay Charter, these are just some of the steps we have taken to ensure that we drive the gender agenda forward. Through these efforts, in three years' time we have been able to increase our gender diversity from 21per cent to 27.3per cent. With our strong focus on driving diversity and inclusion across the organisation, we have enabled our teams to unlock innovation, make better decisions, deliver our business strategy and embed our valued behaviours, and embody "Here for Good."

Additionally, in the area of community investment and engagement, we continue to focus on female focussed programmes. Goal is a programme focused on girls aged 12-18 where we empower and equip them with confidence, knowledge and skills they need to become economic leaders in their families, communities and societies. Spread across 35 schools in Karachi and Islamabad, this programme has enabled us to reach out to more than 2,500 girls in Pakistan. Another programme, that is close to my heart, is the #SCWomenInTech programme which focuses on finding, nurturing and developing female owned businesses in Pakistan. Through our first cohort we incubated 20 female owned businesses who attended two months of intensive training and mentoring. Of these, five female led entrepreneurs were selected for further monetary support to upscale their businesses through technology.

What are the key drivers of implementing D&I in an organization?

The key drivers of implementing D&I are always embedded in the purpose of the organisation. At Standard Chartered, our purpose is to drive commerce and prosperity through our unique diversity. We will build a culture of inclusion that is a critical lever to our business success and will enable us to be the best place to work, the best place to bank and contribute to creating prosperous communities. To enable this, there are three key objectives for our D&I agenda:

- To attract, engage, develop, and retain diverse talent to maximise performance
- To deliver banking products and services that meet the needs of our diverse client base
- To support a diverse and responsible supply chain and investment in our communities

Standard Chartered has always been a front runner when it comes to driving the diversity and inclusion agenda. We make a deliberate effort to ensure that the infrastructure, work environment and policies are conducive to a rewarding work life balance by ensuring that the right benefits are provided, and flexible working arrangements can be availed by all staff.

Top 6 Diversity Role Model Executive

Our Sustainability programme Futuremakers by Standard Chartered, is our global initiative to empower the next generation to learn, earn and grow. Futuremakers builds on the success of our existing community programmes:

- **Education:** In Pakistan, Goal was launched in Karachi in 2016 and expanded to Islamabad in 2019. As at December 2019, we have empowered over 11,000 girls. This programme is currently running actively across 34 schools in Karachi and Islamabad.
- **Employability:** within the Goal programme, we train Goal girls to become economic leaders in their communities. 700+ girls are currently being trained under this umbrella
- **Entrepreneurship:** In 2019, we launched #SCWomenInTech with the aim of providing mentoring, training and pre-seed funding of up to PKR equivalent of USD10,000 to five female-led business ventures enabled by technology.

What business, financial or social benefits do you see of implementing diversity initiatives in an organization?

Standard Chartered Bank views diversity and inclusion (D&I) as a critical lever for its long -business success. D&I enables teams to unlock innovation, make better decisions and manage risk. The organization is committed to creating an inclusive environment that is free from bias and where everyone can realize their full potential, and in so doing, make a positive contribution to the organization.

Diversity in the workplace is vital for employees because it manifests itself in building a great reputation for the company, leading to increased profitability and opportunities for workers. Workplace diversity is important within the organization as well as outside.

As an organization our global CEO has committed to have 30per cent women in our senior leadership across the bank.

For me, the truth is that a transformative change (shifting from patriarchy) will generate tremendous dividends for the economy and in turn for the practicing organisations themselves as well. 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.

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 labour force participation in South Asia. Approximately 49% of the population of Pakistan is women, yet they only make approximately 20per cent of the total labour 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 ~40per cent less than their male counterparts.

Lastly, despite having a 50-50 split amongst the university grads, women occupy 7per cent of private sector jobs. Looking at these statistics, I would like to be a change agent in increasing gender diversity in Pakistan. And it starts from our own organisation and working with our clients and communities and while I am pleased to share that we have already started creating some waves, I will continue to strive towards achieving complete gender parity in all aspects within Pakistan.

workforce **tomorrow**



2020
GDIB
Award
Stories



engro fertilizers



Nadir Salar Qureshi
CEO



Nadeem Ahmed
GM HR



Neha Khan
Diversity Lead

The Journey of Diversity & Inclusion at Engro Fertilizers

Our organizational vision powers our passion towards serving our country, the community and our people. This vision has enabled Engro Fertilizers to launch its Diversity & Inclusion initiative in recognition of the changing talent landscape in Pakistan, with women increasingly entering the workforce and becoming productive members of the economy.

We took on a three-pronged approach to the subject, encompassing a razor-sharp focus on creating an inclusive culture, channeling efforts towards attracting and recruiting women and creating interventions to enable the development and retention of women in mid and senior roles. This framework was led and championed by the senior leadership of Engro Fertilizers, acting as owners and torchbearers of the initiative.

To create a culture of inclusion and sensitivity, a series of discussions were sparked by way of organization wide gender sensitization sessions engaging all

employees with the concept of 'unconscious bias' and its impact on the organization's environment. A communication campaign with the hashtag, #Raisethe5 was initiated across the organization, encouraging employees to not only facilitate the increase of the current 5% women in headcount, but to also champion, enable, support and include women as equal and integral members of the workforce.

A compelling business case for gender diversity was also created and disseminated on all employee forums, making diversity a part of mainstream discussions on business and talent strategy. These initiatives have led to a drastic shift in the mindsets and behavior of employees, bringing this critical discussion to the forefront and preparing the grounds to have women take up important roles at Engro Fertilizers.

To make recruitment targets achievable and realistic, an extensive role mapping exercise was conducted to analyze all positions in the organization and map them for suitability for female occupancy. The study factored in overall job requirements including safety, field travel to the agriculture hubs of the country, interaction with



dealers and farmers and socio-cultural constraints. In roles marked as highly suitable for women, concerted efforts were made to find the right candidates through women centric sourcing channels, social media platforms, career drives and partnerships with women led forums.

To show our commitment to gender diversity, female candidates for Graduate Trainee Engineer roles were taken to our plant in Daharki along with their parents to experience our state of the art colony first hand, the facilities offered and the safety it promises to all employees. As a result, the number of women hired as graduate trainees increased by 100%. Additionally, another first was achieved by hiring female interns from Sindh Agricultural University, Tando Jam and University of Agriculture, Faisalabad to give women the opportunity to experience field-based jobs.

To further our efforts in uplifting the community around us, career counseling and job placement sessions

were conducted by Engro Fertilizers' plant team in Sukkur in coordination with Sindh Technical Education & Vocational Training Authority. This effort has resulted in the hiring of six female trade apprentices for the first time in the organization.

To ensure that current female employees are kept engaged, multiple connect sessions are held with them to understand the steps that can be taken to ensure inclusion and retention. The first ever daycare was set up at the plant in Daharki to facilitate our female employees there. Several women have been given cross functional and cross affiliate job rotations for their functional and leadership development.

By making 2019 the year for setting the tone for the D&I agenda and putting the building blocks in place, Engro Fertilizers is now set to champion women and build their capacity to enable them to take up senior leadership roles.



METRO



Marek Minkiewicz
CEO



Zahra Hussain
Human Resource Director



Hammad Mazhar
Division Manager NPS,
HR Analytics & Communications

METRO as a leading international wholesale company operating in 35 countries, METRO's success was always founded on the deep understanding and solid relationship with our 24 million customers, 150,000 employees from 156 nationalities and suppliers.

METRO views diversity and inclusion (D&I) as a critical pillar for its long term business success. In this day and age for organization to remain viable and relevant it is essential to recognize the importance of diversity and inclusion. Which means leveraging differences in a way that allow people to hear and be heard, understand and be understood and work together productively.

One specific diversity & inclusion topic that almost all the organization across the globe are focusing on right now is Gender Diversity. Whether it has to do with equal opportunity, empowerment or making more money. For Pakistan as well, it's no different. Though women constitute 49% of Pakistan's population, they constitute only 24% of the labour force. The ILO data indicates that Labour Force Participation Rate (LFPR) for men (82.5%) is more than three times higher than women (24.8%) and the Employment-to-Population Ratio (EPR) is 20% for female workers and 64% for male workers.

For this purpose METRO Pakistan (Pvt) Ltd initiated a gender specific program called Women in Trade "WiT", a group of dedicated employees network with in METRO with the purpose to drive cultural change in the company and focus on female employment & development Internally and Externally.

Each year employees from different departments and divisions nominate themselves to be part of WiT cross functional team to bring in change for the betterment of women and the company. In 2019 in total 17 volunteers volunteered who were then divided into three teams and each team was assigned different UN Women Empowerment Principles to work on. Few of the projects executed include.



Women in Trade Festival

The Women in Trade Festival, was held on the 6th of October 2019, as part of METRO's Global OWN BUSINESS DAY Mega Celebration which has been another major step by METRO Pakistan in the direction to build a future where women are ensured more representation in business.

METRO Pakistan basically provided platform to women running their business from home to support them and connect them to the market - with the vision to contribute to a future with increasingly more Women Owned businesses sustaining & flourishing, because women are not only the key decision makers for their households, but are also the key contributors in commerce.



The Women in Trade Festival, saw 60 plus Women Business owners setup up stalls for FREE at our DHA Store in Lahore to promote and sell their products. The event was an instant hit as a lot of women and men both came out to support this unique initiative. The customers enjoyed exposure to a diverse range of food, organic products & crafts.

Female Market Linkages in Livestock Via Qurbani Project

This project was initiated keeping in mind the dire need to support rural women who are breeding livestock but are not aware of animal welfare and most importantly to support them to earn higher income by excluding the middle man. The project had two phases. In the first phase METRO in collaboration with its subsidiary "Star Farm" and PSDF designed curriculum to address Livestock Farm Sanitation and Animal welfare. This curriculum was then used to train more than 1400 rural women to help them increase animal yield.



The 2nd phase of the project was to improve Female Market Linkages in Livestock by linking the trained rural women with the market. For this purpose The project team visited Sargodha, covered 11 villages in a span of 2 months and bought several live animals (Goat & Cow) to be sold at METRO Stores for Qurbani. All the animals bought through this project were differentiated from other animals through a purple/pink ribbon around their neck and customers preferred to buy these animals bought from females as these animals accounted for 59% of total live animal sale. The remaining worth of animals were later supplied at our store as a whole meat. Through this project the Team not only supported several women from whom they bought live animals but in fact supported several households and their families with a higher income percentage.

Store Female Leadership Development

The aim of this project was to ensure specific focus on development of females working in store to ensure higher representation of women in store senior positions.

As a first step each female employee was interviewed by Human Resource and Store Senior Leadership with the aim to understand what are the challenges, developmental areas and their potential. Then a short profile for each female employee was made which included their basic info, years of experience, salary, performance ratings, previous internal moves, cross functional experience, training attended and readiness for the next position. Once the profiles were completed, employees were then divided based on their readiness for the next position in 6 months to 1 year to 2 years. So as a priority those females who could move up the ladder in 6 months to 1 years' time were given an additional project to showcase their leadership skills which they had to deliver in 6 months' time. The projects were identified by HR and Store Senior Leadership. Along with the projects their specific development needs were taken into consideration and all the females went through specific soft skills trainings.

METRO Pakistan will look to continue to this project considering its success and impact on store female employees and business.



Qazi Azmat Isa
CEO

PPAF - A Story of Diversity & Inclusion from Coastal Areas of Balochistan till the mountainous range of Hindukush

Being the leading apex institution where, Pakistan Poverty Alleviation Fund (PPAF) entrusted with the mandate for "helping the poor especially women, landless and asset-less in order to enable them to gain access to resources for their productive self-employment, to encourage them to undertake activities of income generation and poverty alleviation and for enhancing their quality of life."

PPAF is the first autonomous social fund registered government sponsored under section 42 of the Companies Act 2017 for Poverty Alleviation. It manages investments across a wide range of sectors i.e. microfinance, health, education, livelihood, Disaster Risk Reduction and response etc. with a holistic approach that is aligned closely with Pakistan's commitment to the Sustainable Development Goals (SDGs). As of now PPAF is present in 137 districts of Pakistan and partners with 130 organizations that champion its vision throughout the country. PPAF's notable outcomes i.e. the growth of microfinance



Rizwan Shaikh
Head HR

sector, 574,000 community organizations (till date), 130 civil society organizations, have a core focus on inclusion of women and the poorest.

PPAF takes its role of sector developer seriously, recognizing the need to empower women as active participants in the development process. The country's gender gaps can only be met with a conscious mandate of inclusion, and in the active participation and leadership of women within the organization, through its partner organizations and in the communities PPAF works.

Therefore; PPAF has undertaken measures that ensure equity and women's representation within the organization and its projects. Inclusion at PPAF begins at the Board and extends through to the work at the community level. PPAF has the distinction of having women at all tiers of governance and management in the organizations. At the Board level, it is a matter of pride that the Chairperson of the PPAF Board is a woman from Balochistan and member of minority. Moreover, all provinces and 2 regions are represented on the PPAF Board and general body; 22% of BOD members are women and 30% of General Body are



women. Being a national organization PPAF recognizes the need for provincial and ethnic diversity to ensure that lagging regions are represented, and their voice heard. PPAF has thirty one percent (31%) women's representation across all tiers of the organization; out of which 40% in Senior Management, 27% in Middle Management & 33% at Officer level.

Gender Policy at PPAF ensures effective inclusion of gender as a core activity, improving capacity for gender mainstreaming at all levels, reviewing and modifying policies to create a wider range of opportunities for women and establishing strong monitoring and evaluation mechanisms to measure progress and outcomes at the partner organization level. An internal Gender Committee (GenCom) is in place that values and promotes inclusion, equity, and female empowerment within the organization. It assists PPAF and its stakeholders in meeting their obligations to achieve the Sustainable Development Goals (SDGs) of gender equality and women empowerment.

First-Ever National Women's Jamboree was organized in March 2019 where women community leaders from across Pakistan shared their own stories of resilience and determination and efforts for their households and communities to wider audience.

Leaving No one Behind: Disability - PPAF Disability Strategy approved by the BOD in 2018. Based on PPAF's Inclusive Development Strategy in 2019, a disability advisor has been hired to develop an implementation plan for the Inclusion of persons with disabilities (PWDs).

- PPAF disability project - 2010-2014 in AJK and KPK provided assistive devices, and training to 30, 872 PWD.
- A carpet survey in 2012 conducted in 23 Union Councils (UCs) of Punjab, Balochistan; KPK and Sindh which identified 9% persons with various

disabilities. 4,911 PWDs became members of community organizations.

- 2,755 persons were given productive assets and business incubation training under Livelihoods program while 3,014 PWDs were trained on enterprise development.
- Pakistan Foundation Fighting Blindness (PFFB) in 2011 and Family Educational Services Foundation (FESF) in 2016 were supported by PPAF. It resulted in establishment of computer centers which benefited 8000 visually challenged persons. A dedicated website, a 5000-word Pakistan Sign Language (PSL) lexicon, a mobile application, a DVD and a book were also developed.
- Capacities of teaching staff were built at the Deaf Reach Schools and Training Centers in Sindh.
- The Pakistan Sign Language program trained over 500 parents, 195 government teachers and 25 master trainers.

Inclusion being the core value of PPAF is ensured and tracked in all internal & external operations of PPAF.



PPAF has developed "Chitral Growth Strategy-A Model for Collaborative Partnership for Inclusive and Sustainable Growth in Chitral. PPAF has also developed the Indigenous People Planning frame work (IPPF) following the World Bank Operational Policy 4.10 on Indigenous People. The Kalash community is so far the only Indigenous People, PPAF is working with. The scope of the IPPF includes gauging positive and negative impacts of projects on indigenous peoples, for carrying out the social assessment, developing framework for ensuring free, prior, and informed consultation with the affected Indigenous Peoples' communities.

Focused efforts are made to consistently attract, hire

and retain the best talent. PPAF is an equal opportunity employer and people with certain disabilities are even equally welcomed to join our club as regular and contractual employees. Provincial diversity is also being tracked and ensured in its full spirit. We believe that a trained and well-developed workforce can only make notable contribution in the achievement of our goals. Women are significant recipients of these programs. A total of 195 staff members got trained during the year out of which 70 were women making it 36% of women participation.

PPAF's Annual Summer Internship Programme brings together youth from national and international institutions to gain insights into the dynamics of the development sector with a focus on PPAF's working model. The program provides opportunities to various top notch national & international universities along with the students from marginalized areas. interfaith harmony, regional and cultural diversity is also being ensured through this window. The program displayed 13% representation of other religions. Overall 56% were women & 44% were men representation.



other members for effective and smooth procurement. Women are made part of the community procurement process by including them in procurement committees.

Microfinance: Till 2016 when PPAF's microfinance spun off, 60% women were loan beneficiaries.

Citi Micro entrepreneurship Award (CMA) is in partnership with Citi Foundation. This award is inclusive with winners from all genders, all regions, religions and persons with certain abilities. Since 2005 till now It has

Inclusion– CMA AWARDS Winners				
Year	Men	Women	Transgender	Person with Disabilities
2018	8	11	0	2
2019	8	8	1	0

PPAF pioneered a Community Driven Procurement model to reduce community dependence on intermediaries. This model ensures community



empowerment. PPAF trains focal persons among community members who can build capacity of the

recognized 450 outstanding microentrepreneurs with extraordinary contributions they have made to the economic sustainability of their families and communities.

Business Edge Training workshops” with IFC benefit the microentrepreneurs and ensure that the imparted skills to them caters to their long-term growth and stability.

PPAF education's project mission is to provide improved educational facilities to under-served communities especially focused on women and vulnerable. PPAF envisions a just society in which all citizens, irrespective of their gender, class, religion or sect, have right to equal opportunity for education and self-growth.

Chamalang Balochistan Education Program (CBEP) in

collaboration with of Chamalang Tribal Education Committee is in district Kohlu and Loralai. In first phase PPAF facilitated 3000 students with financial support of Rs.120 million. In 2nd phase till 2020 PPAF is supporting 932 students including 98 girl's students in 9 schools.

Revitalizing youth entrepreneurship Program – Pathways to Progress was launched with the support of Citi Foundation in 2019. It aimed to mobilize the youth of Balochistan in Ziarat and Killa Saifullah by giving them with skills to ease their employment and livelihood opportunities. It will help 200 unemployed youth, aged 16-24, eligible for employment in a year's time. It aims on technical training and expertise to the youth for a period of 6 months.



Interest Free Loan (IFL)-GOVT. of Pakistan -To make poor to stand on their feet by offering them a chance to set up their own small enterprises productively PPAF has been mandated by the GoP to design, mobilize, implement and monitor the IFL Scheme. The Scheme has been started in selected priority districts with low socio-economic indicators, high food insecurity and Social Sector investment by PPAF and low or no coverage by conventional microfinance.

So far 531,295 Loans have been disbursed and 67% are Women Borrowers

Programme for Poverty Reduction (PPR)-Govt of Italy-To support the kalash community in Ayun, Chitral, Agha Khan Rural Support Program, Govt. of KPK and PPAF agreed to rehabilitate indigenous women facilities (Bashalanis) through awareness on menstrual hygiene management (MHM), development of MHM entrepreneurs and training on sanitation marketing.

- PPAF trained Community Resource Persons (CRPs), Community Based Change Makers (CBCs)

and teachers to play an important role in raising awareness.

- WASH authorities took initiatives to mainstream MHM awareness programming at various levels and organized community session.
- To improve women participation up to 50% in PPR, Gender Mainstreaming workshops and FGDs on women inclusion were conducted. These workshops were attended by 44 Women and 39 Men. As of June 2019, 293 events were conducted on women leadership, attended by 2,784 men, 5,213 women and 3 transgenders.
- 1139 disable friendly low-cost latrines were constructed at poor Household by PPAF to help to reduce the manifestation of diarrhea disease at community level.

Livelihood Support and Promotion of Small Community Infrastructure (LACIP) I & II-KFW- It aims in improvement of general living conditions, reduction in vulnerabilities to disasters, increase in income generating opportunities with focus on inclusion of women, the poor and disabled members of the communities. Phase-I helped in economic uplift of nearly 600,000 poor beneficiaries. Phase-II is being implemented to benefit around 150,000 persons through infrastructure development, asset transfer and building linkages with local governments.



Hydropower and Renewable Energy Project – HRE - KFW- PPAF is implementing 5 Micro and Mini Hydro Power Projects ranging from 36 kW to 306 kW in KPK. The Solar Lighting System (SLS) component of the Project covers 68 mini-grid systems with cumulative capacity of 500 kW in Lakki Marwat, Karak and Swabi districts. The implementation of more than 1000 renewable energy (RE) projects have been supported by PPAF.

Total beneficiaries of HRE projects are 3646 out of which 48% are women.

Poverty Graduation Pilot for Afghan Refugees and their Hosting Families-UNHCR - Adhering to our core value of inclusion and with the support of UNHCR, PPAF is empowering Afghan refugees and their host families to improve their livelihoods. The Pilot project was successfully completed by April 2019 at District Pishin in Balochistan and Swabi in KPK. PPAF has provided 1495 productive assets at Pishin and Swabi. Customized trainings were also provided. It helped them to establish a variety of small enterprises, establish linkages with markets etc.



Dera Bugti Project- Phase I & II & III- Own Resources - About 170,000 persons from Dera Bugti were internally displaced to other districts of the country due to military operation. 1,000 families had to migrate to Rajanpur. These families were badly affected by floods of 2012-2013. Under Relief & Repatriation Assistance program, PPAF provided a support in the form of food, shelter, non-food items and cash vouchers for transportation to the Internally Displaced Persons. Under Recovery and Rehabilitation phase, social mobilization, infrastructure projects i.e. water supply schemes, link roads and sanitation schemes were implemented. Skill trainings and assets transfers were also provided.



Women Owned Dairy Cooperative Project-Own Resources - It started in District Haripur - UC Seriya on July 1, 2019 by "Women LSO- Anmol" to resolve their health and livelihood issues on sustainable basis. It involves the formation of a 'Women Owned Dairy Cooperative Project' to help rural women to utilize their expertise and skills in livestock management and to use the income from this project to address their curative health and livelihood issues.



PAKISTAN TOBACCO
COMPANY

Pakistan Tobacco Company & Limited

Strength from Diversity is one of the key guiding principles for British American Tobacco group. Our guiding principles imply what we stand for and form the core of our culture. We harness diversity and inclusion of our people, cultures, viewpoints, brands, markets and ideas to strengthen our business. We believe that the way companies foster and nurture diversity is an important aspect of organizational culture. Diversity initiatives, whether targeting racial, economic, gender, or cultural diversity, should not only be part of recruitment programs, but integrated into on-going workforce management and operations. For the very same purpose, we have a global framework which tracks multiple parameters of diversity and are tracked quarterly and updates are reviewed by the BAT management board to ensure consistent focus on D&I. This diligent tracking ensures that we are always leading in this initiative.

At Pakistan Tobacco Company Limited (PTC), we have an internal committee established for the sole purpose of enabling diversity and inclusion. The People & Culture (P&C) committee has complete executive committee delegation authority and is empowered to take all relevant decisions autonomously. During P&C Committee sessions, our employees meet and voice out their ideas and plans which are then funneled back to the relevant committees to ensure that every idea is given importance and implemented based on feasibility and relevance.

Furthermore, all functions within the organization have their strategic pillars upon which they build their annual plans and one of the overarching pillars that is integrated across all functions is Diversity. They formulate action plans and appoint extended teams to drive the plans and ensure execution of broader D&I plans cascaded via company-wide business connect sessions after which these action plans are cascaded in functional meetings. This inclusive strategy makes every employee of ours a stakeholder when it comes to D&I.

In addition, we do a parity survey that helps us to understand where we are in terms of our D&I policies. Based on these survey findings, we have improved 4 of our major policies, which include:

- Day care facilities for working mothers and single fathers;
- Work from home;
- 6 month paid maternity leave and;
- Accommodation support for females working in factory locations.

Our D&I strategy is reviewed on a yearly basis and we conduct focus group sessions & skip levels with top team to understand the gaps and identify the needs, based on which we formulate & upgrade our D&I strategy every year.

We firmly believe that workplace diversity can help foster agility, adaptability, creativity and can drive the business towards success.



Waqas
Ahmed Khan
Head of Human
Resources



Usman
Zahur
CEO & MD



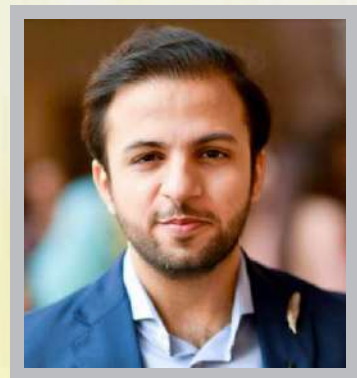
Maemoona
Nauman
Talent & OE Manager
Middle East & South Asia



Fatima Asad-Said
MD Corporate Governance
& People Solutions



Sarosh Qamar
CHRO



Momin Khushnood
Manager Talent Acquisition
& Diversity

Abacus is the leading business transformation services firm in Pakistan, both in terms of revenue and staff number. The company has constantly been innovating and growing since its inception in 1987, and currently has offices in 4 countries serving over 500 enterprise clients across the globe. We have a diversified clientele spread across 40 industries and are the market leaders in consulting and technology solutions in Pakistan. Our leadership in the industry is driven by a wide portfolio of business transformation offerings housed in 11 distinct practice areas such as Enterprise Systems Digital Transformation, International Development, Human Capital Solutions, Business Process Outsourcing and E-commerce.

Diversity & Inclusion – Abacus

For several years, research has shown that companies with more diverse workforce and inclusion strategies perform better financially, are better equipped to win top talent, improve customer orientation, employee satisfaction and decision making, and all that leads to a virtuous cycle of increasing returns. However, materially improving the representation of diverse talent and

effectively utilizing D&I as an enabler of business impact are particularly challenging goals. For meeting this challenge, the commitment to these two factors starts at the top i.e. the commitment of top leadership to promote D&I initiatives. Abacus, being a future focused organization, is committed to promote diversity and inclusion in our workplace since we want to ensure the long term sustainability for our people and the world as a whole. Through continuous growth and expansion, our network now spans across four continents. We are becoming more and more diverse and this is where our strength lies. Global Diversity & Inclusion is part of our strategic priorities. By winning 4 awards on D&I, Abacus has entered into league of organizations who



are working on the 2030 Agenda of the United Nations i.e. "A plan of Action for People, Planet, Prosperity, Peace and Partnership for Sustainable Development Goals (SDGs).

Leadership

We have set a policy of holding our leaders accountable of ensuring and implementing fair D&I practices. Management of performance, pay, bonuses

leadership programs, customized products, digital learning, Coaching, Assessment, Tools and Support with nearly 750 faculty and an associate network of 1,000 members in North America, Europe.

We have planned CCL leadership trainings of Abacus management staff at all levels to transform them into great leaders that will act as magnet for acquiring and retaining top talent and creating the culture of performance Abacus needs to accelerate results. Grounded in ongoing research and 50 years of experience developing successful leaders, CCL's programs target the real-world challenges unique to each level of management staff at Abacus.

Sarosh Qamar
CHRO Editor
in Chief



We at Abacus firmly believe that diversity and inclusion are a competitive advantage for our company, better enabling us to attract and retain top talent and meet the needs of our diverse clientele. D&I also drives better teamwork, innovation, engagement and productivity. Not only it's the right thing to do for our people, but it's also the smart thing to do for our business. We believe there is a virtuous cycle of success when our people feel included and engaged; they deliver an amazing result for clients. To continue to make a positive impact on the world for the improve our culture and build a diverse workforce.

We have made good headway towards creating a more diverse and inclusive work environment for which we have won the Gender Diversity and Inclusion Benchmark 2020 Award, Abacus has integrated to consideration of practices. We are grateful that our efforts continue to be acknowledged internally and externally. In all areas of D&I we continue to push ourselves to raise the bar to drive continued improvements throughout Abacus and beyond. We have made progress and I know we will continue to do so.

Good luck and a very Happy New Year!

Our Culture of Inclusion and Innovation

It is an integral part of our culture and embedded in our objectives to foster and create a culture of diverse people and to take strength from this diversity. It isn't an isolated program but rather a core value and a source of innovation. Diverse knowledge and expertise we gain from our people coming from different backgrounds adds to our innovation strategy and gives us a fresh perspective on different things. The corporate values of this organization are carefully crafted to be all encompassing and to celebrate our diverse workforce, whilst also rewarding employees that proactively incorporate these values in their daily routine.

At Abacus, we value diversity and it makes us stronger! We take every opportunity to reiterate this fact across the organization through formal and informal communication for instance, the editor's note on a copy of our quarterly newsletter 'Times of Abacus'

Social Responsibility

and promotions are tied to variety of D&I indicators. We expect our leaders to become the change agents and inspire others to take responsibility and become role models themselves.

Our HCS Practice Area represents Mercer in Pakistan and undertakes Total Remuneration Survey in Pakistan on annual basis. We benchmark our compensation and benefits packages with other organizations in our industry while taking the annual salary increments decisions at the Board level. We take an objective review and analysis of our compensation packages, offering an impartial view to pay policy, market pay level and related peer groups. The annual Core Inflation Rate published by State Bank of Pakistan is also factored while undertaking upward salary revisions of our employees.

We have partnered with the US based Center for Creative Leadership (CCL). CCL has equipped clients around the world with the skills and insight to achieve more than they thought possible through an array of

Abacus considers the interests of society by taking



responsibility for the impact of our activities on customers, suppliers, employees, communities and other stakeholders. We voluntarily take steps to improve the quality of life of our employees and their families as well as for the local community and society at large in this regard. As a growing business, we believe in self-regulation and benefits our work brings to the community at large. To positively impact the community in which we work and live, we have

embarked on a CSR strategy and joined hands with “Corporate Coalition for Viral Hepatitis Elimination in Pakistan (CCVHEP) that aims to eliminate Viral



Hepatitis, a critical public health threat to Pakistan, by 2030. The Coalition is a partnership between US-based Gilead Sciences and Ferozsons Laboratories Limited of Pakistan. The combined efforts of all Coalition members have spurred a virtuous cycle of activities to spread awareness and combat this disease.

We have pledged our commitment towards caring for the health of those around us; our closest Community; Our People, Our Employees. The Coalition has given us an opportunity to care for our employees first, through facilitation of Hepatitis related medical screening and tests.

We have made an effort to analyse some of the labour laws critically and suggest a few corrections to address some of the important issues pertinent to these laws to Pakistan sufficiently protect the interests of the working class.

Abacus joined hands with Transparent Hands which is the largest technology platform for crowd funding in the healthcare sector of Pakistan to sponsor a cricket tournament. It was a small effort to serve the humanity at large as Transparent Hand's goal is to reach the

millions of needy patients all over Pakistan who are suffering because of lack of healthcare facilities.

One of the strategic objectives of Corporate HR at Abacus is to be the employer of choice i.e. attracting and retaining the top talent in Pakistan and other global locations that we operate in. We are a people focused organization with the aim to source, retain and develop the best talent.

Similarly, in order to quantify the level of employee engagement and effectively identify areas of improvement, Abacus partnered with Mercer to conduct the Employee Engagement Survey 2019. Employees share their opinion and open feedback without hesitation in a candid environment, ensuring anonymity. The findings were further utilized to develop and implement an efficient and focused plan of action towards direct organizational growth.

Recruitment

Corporate HR recruits high caliber Human Resources to serve clients and meet the business needs of the Company. They resource as many vacancies as possible from candidates already employed by Abacus internally. Our approach has always been fair, transparent and professional to enhance the image of Abacus as a reputable employer in the regions that we operate i.e. Asia, Middle-East, North Africa and Europe. Our Corporate HR is fully committed to the principle of equal opportunity and non-discrimination on grounds of disability, sex, age, race, color, ethnic origin, marital status, or religion. They strive to provide a working environment free from intimidation and harassment.

Recruitment at Abacus is based on a number of core principles. These principles include building workforce capabilities, selection on merit, ensuring fairness and accountability, valuing a diverse workforce and ensuring efficient and effective process.

It is the responsibility of Talent Acquisition Team to comply with the labor laws and Corporate HR policy manual at every step.



Nestlé

Good Food, Good Life



Samer Chedid
CEO



Akmal Saeed
Head HR



Abdullah Javid
Business Executive Officer &
Diversity Champion

Diversity and Inclusion are an integral part of the Nestlé culture. At Nestlé, we drive Diversity & Inclusion through our impact on: **CULTURE** by building an inclusive culture Diversity & Inclusion holds a strong business case for us and is deeply rooted in our core value: **RESPECT FOR DIVERSITY**.

At Nestlé, we drive Diversity & Inclusion through our impact on:

- **CULTURE** by building an inclusive culture, leveraging on the individualities of our employees when working together.
- **INNOVATION** by thinking about the needs of diverse consumers and customers in our Products & Services and being inclusive in their accessibility – whenever, wherever, however.
- **SOCIETY** by acting and engaging in an inclusive way with society and stakeholders in our diverse business environments across the entire value chain.

We are a global and multicultural company with an aim to provide equal opportunities for everyone.

Gender Diversity is of key importance in driving the Diversity and Inclusion agenda. Women make up more than half of the world's workforce. Therefore, striving for gender parity and women's empowerment is an integral part of the way we do our business. Our company policies on flexible working options; Day Care support where feasible; Gender Balance and unconscious bias training; mentoring and coaching for Women; dual career support; and maternity policy ensure that women in our organisation have opportunities to succeed in the workplace. We are furthering our Gender Diversity initiatives by focusing on development opportunities for females which, in turn, will help us achieve a diverse pool for succession. In addition to development opportunities, we are developing talent pipeline through our Kero Aitemaad and Phir se Ker Dikhao Platforms, creating awareness amongst female youth and mothers returning from a

career breaks, equipping them with required skills and experience to jumpstart their careers. At Kero Aitemaad, we share with female university students who are about to graduate, the stories and experiences of women that joined the work force. By doing this we, are breaking stereotypes and encourage the students to join the workforce with hope, ambitions and self-confidence. This is what we want to amplify.

Providing opportunities to Women who took a career break due to personal reasons, our “Phir say ker Dikhaao” program provides right coaching and experiential learning for Women to connect back with their work-life.

We strongly recognize that gender equality, women's rights and the empowerment of women are critical elements to Creating Shared Value for our business and for society. This is why we are further exploring expanding our efforts to strengthen our inclusive workplace culture.



Nestlé's focus on Women Empowerment is not just limited to internal policies. Nestlé Pakistan led the initiative of launching Lean In Chapter – Lahore, taking onboard other organizations across various industries. Since its inception, the circle has been a huge success, with tremendous feedback from participants.

Nestlé Pakistan is member organization of OICCI and has led the forum on Women Empowerment



Subcommittee. Nestlé considers it a responsibility to advance the Gender Equality and Women Empowerment agenda across the OICCI members. Nestlé, along with all other members of OICCI have pledged to create more inclusive workplaces and empower women in the workforce across Pakistan. This pledge was part of an ambitious initiative to achieve the UN's Sustainable Development Goals towards gender equality and to serve as an inspiration for businesses in Pakistan and beyond. In addition to driving Gender Diversity, Nestlé is living up to its promise of equal opportunity employer by creating opportunities for differently-abled talent in the market. Nestlé launched “Hai Tum Pe Yaqeen” Program, where Nestlé Pakistan conducted Assessment Center for differently-abled. Inspirational stories by differently-abled high achievers and role models from inside and outside Nestlé were shared with the participants. Successful candidates from the assessment center have been placed on one year trainee program to learn the skills required by the industry. Our facilities have improved over the time to be more accessible and more projects are added to the pipeline to ensure inclusion and accessibility.

As part of our purpose, we at Nestlé are committed to adding value to lives of people and communities that we operate in. Nestlé Pakistan and Benazir Income Support Programme (BISP) entered into partnership to provide livelihood opportunities to the BISP beneficiaries. This partnership is part of Nestlé Pakistan's Rural Deep Reach Project, which focuses on



the needs of low-income population by offering them Popularly Positioned Products (PPPs). Nestlé Pakistan trained approximately 4000 females on Best Farm Practices through village gatherings. The programme builds capacity to better support women entrepreneurs to start and grow their businesses. Aimed at female youth, the Nestlé Healthy Women Programme raises awareness on how nutrition impacts young women and their next generation.



Recognizing Nestlé Pakistan's efforts, on Diversity and Inclusion, Nestlé has been awarded Best Practice Award in D&I Vision, D&I Leadership and accountability and D&I Structure against Global Diversity and Inclusion Benchmarks Standards.

Our efforts as an organization and more importantly as individuals will help create opportunities for everyone all around us and build a safer more inclusive world for all.

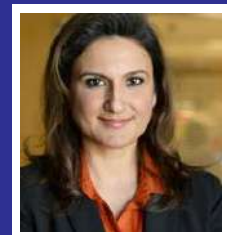


PEPSICO

PepsiCo Initiatives on Diversity, Benefits and Sustainability



Furqan
Ahmed Syed
GM & VP



Shafaq Javed
Senior Director HR

At PepsiCo, we recognize that supporting diversity and engagement is not only the right thing to do, it is the right thing to do for our business. Building a more diverse, more inclusive workplace is a top priority.

PepsiCo regularly conducts gender sensitization workshops to intercept the organizational pulse and undertake gender friendly and inclusive initiatives. This commitment is woven into our values and belief that our company is strongest when we embrace the full spectrum of humanity, regardless of what we look like, where we come from or who we love. That means both building a more diverse, more inclusive workplace, and promoting what we call courageous engagement in our company and the communities we serve.

Pepsico has changed its cultural philosophy to reflect The Pepsico way which includes 7 behaviours.

These behaviours define the culture and ways of working at PepsiCo. The fifth behaviour is 'Raise the bar on talent & diversity' which encompasses the fair inclusion & growth of talent irrespective of gender and background.

Pepsico Pakistan ensures that women are represented fairly across the organization, the Executive committee board has 15% representation of women in senior leadership positions. Gender parity cannot be attained by only increasing women participation in silos, therefore Pepsico has a policy of ensuring 20% of the

workforce to be females. Both Lays plants at Sundar and Multan, each has 20% females as frontline workers.

PepsiCo is proud to be a platform for women to perform unconventional roles ranging from a female IT head to handling key accounts in the field. Our plants also have significant representation of females as quality head and warehouse managers. Leaders at PepsiCo are fully committed to holding people at all levels accountable for achieving the D&I objectives. This commitment is demonstrated by the decision to include diversity agendas in performance and development forms from top to bottom of all concerned stakeholders. In 2019 PepsiCo increased L8+ diversity over and above the target taking it from 15 % to 19%. To become an employer of choice by working females, PepsiCo Pakistan has introduced myriad of female friendly policies such as 6 months maternity leave, ladies common rooms and a fully functional Child Day Care Center.

It believes in fostering work life balance of its associates. So, to support employees to improve their work life balance PepsiCo focuses on promoting agility in work processes. Employees can avail flexible work hours to manage their routine better. Very few companies in Pakistan have the option of location free roles and PepsiCo is one of them.

In 2018, PepsiCo in association with Amal Academy (an

education start-up) launched a Youth Skills Development Program. The program aims to increase employment prospects for young graduates across the country.

We at Pepsi believe in giving back to the society equally. The PepsiCo -Amal Youth Leadership Program - work towards develop these skills, mindsets and professional aspirations in students nearing graduation, so that they can realize their potential and launch into meaningful careers. Over the past year, Amal and PepsiCo have been working together to feed this potential, with impressive results. So far 1,000 young men and women have graduated from the Program, 35 percent of our graduates are women. 70 percent of job-seeking graduates have received job offers within three months of graduating from the program. The program has touched 10,500+ indirect beneficiaries over the course of the year.

In 2020, we aim to double the number of graduates enrolled in the program. The initiative remains committed to including more women. In 2020, we aim to increase the number of females enrolled to 50 percent. The program will also be expanded in to KPK and Sindh.

The goal is to remain committed to scaling and perfecting the program, ultimately impacting up to 50,000 young adults.



Pakistan Petroleum Limited



Moin Raza Khan
CEO-MD



M. Afzal Siddiqi
GM HR

Human Resource at PPL – Evolution over the years

Pakistan Petroleum Limited (PPL) being the pioneer of the natural gas industry in Pakistan has established itself as a major player in the energy sector since mid-1950. Dealing in the business of oil and gas Exploration and Production (E&P) both at national and international front, PPL has a portfolio of 47 exploration assets including a wholly owned block in Iraq and one onshore concession in Yemen in a joint venture.

PPL pursues an aggressive exploration strategy aimed at enhancing hydrocarbon recovery and replenish reserves. Together with its subsidiaries, out of 47 exploration assets the company operates 28 blocks with extensive experience in E&P services and project management in remote locations and challenging environments.

PPL is operating 12 producing fields across the country at Sui (Pakistan's largest gas field), Adhi, Kandhkot, Chachar, Mazarani, Adam, Adam West, Shahdadpur, Shahdadpur West, Shahdadpur East, Zafir and Fazl and holds working interest in 18 partner-operated producing fields, including Qadirpur the country's second largest gas field.

Being an equal opportunity employer, PPL is committed to attract, engage, develop and retain high-calibre individuals, who have the relevant education, set of skills and experience to fulfil the organization's strategic vision of achieving energy self-sufficiency for Pakistan by becoming the most successful and efficient discoverer and producer of oil and gas. Just as new skills and capabilities are required to succeed in any organization, the same is true for mind-sets and behaviors. The company believes that employees are the company's greatest asset, thus observe number of areas where a refreshed HR operating approach can unlock significant value.

As a responsible national company, PPL has remained committed to serving the nation and spurring development over the last six decades through its diverse and long-term Corporate Social Responsibility (CSR) programme. In

Core Values

- Value Creation**: We are thought leaders for fresh ideas and agile execution. We ensure excellence in all spheres of performance.
- Respect**: We value our people and ensure a safe working environment. Our people recognize and respect individual differences and collaborate for high performance.
- Integrity**: We are honest, ethical and fair. Others trust us to honor our commitments.
- Serve the Nation**: We think about tomorrow and act today – in our workspace and in our communities.
- Empowerment**: We act with courage, challenge the status quo and find new ways to grow our company and each other.

#VRISE

2019, PPL bagged the top slot for corporate philanthropy as declared by the Pakistan Centre for Philanthropy for the 15th consecutive year for highest volume of donations. With 1.5 percent of its annual pre-tax-profit dedicated for CSR initiatives, the company's CSR's spending during 2018-2019 was Rs. 1.308 billion which is about 1.7 percent of its pre-tax-profit for the year.

PPL pursues a culture, where everyone is encouraged to apply. The company is committed to provide a fair opportunity based on merit and regardless of gender, race, religion, colour, ethnic origin, marital status or social class. Cultural diversity can be observed in the current workforce with staff coming from remotest areas of Pakistan including locations like Dera Bugti.



The company encourages cultural exchange and staff development through regular rotations, transfers at PPL subsidiary offices and field locations. This engagement supports both a more strategic HR role and an overall trend toward autonomous, cross-functional teams committed to solving specific business problems. Paradoxically, moving HR people from the business to centralized, pool-based staffing enables much better integration with the business and more direct influence on strategy and business value creation.



PPL invests heavily in employee's development by structuring personalized training and development plans for each employee. The Training & Development budget for 2019 was approximately PKR 80 Million. These include annual technical, soft, health and safety skills trainings by both national and international trainers also including the in-house staff holding regular training, mentoring and awareness sessions.

HR at PPL initiates annual Foreign Scholarship Programme formally instituted back in 1979 with a goal to sponsor outstanding students, strictly on merit, through a transparent selection process to study abroad in the fields of engineering, geology etc. Provision of study leaves and e-learning certifications further empowers staff. Employees from technical and support departments are encouraged to represent PPL at national and international forums and allowed to present their technical and research papers.

PPL is the first national company that initiated the capacity building training for foreign delegates of Iraq in 2015 and it is continued till date, for enhancing technical and support skills, enable research and development besides technical and academic development in relevant areas between Pakistan and Iraq. The programme went beyond contractual obligations and is a journey of discovery and mutual appreciation, creating opportunities for young Iraqi nationals.

PPL offers competitive salary related to performance, compensation and benefits packages considered to be among the best as per market research. Benefits surveys and HR 'Open Days' are conducted to gauge employee's need and expectations. HR's remuneration policy ensures that individual contribution is fully recognized and rewarded. Salaries are regularly reviewed based on employee's performance and nature of assignment to minimize discrepancies. To address the gaps identified in 2019, pay ranges and salaries were readjusted and benefits revised as per industry standards.

Besides, HR has led the process of articulating core values and change management initiatives at PPL with the participation of whole management team. Committed to reinforce a culture of open communication and recognition, HR initiates different motivational and teambuilding programmes within the company that gives PPL a competitive edge.



Amongst other benefits, comprehensive Medical coverage policy is a significant assistance that supplements employee's own efforts in maintaining a high standard of physical fitness. Complete medical support, through city and field clinics, is provided to staff and their immediate family. At the company's Sui Gas Field, Sui Field Hospital, built and operated by PPL, caters to staff and locals of Sui. Health Surveillance of employees over 45 years is conducted to prevent any untoward health loss.

PPL has a healthy workplace and offers time off for sports and physical fitness fulfilling work-life balance. Head Office and all field locations are well-equipped with sport and gymnasium facilities.

Employee Engagement Survey, gauging staff commitment levels, are regularly conducted through third-party along with various interventions made to improve Employee Engagement index. Taking forward an inclusive concept, Long Service Awards, individual and departmental Performance Excellence Awards, Annual Family Day, Women's Day and other events are organized to engage and reward achievers, other staff and their families.



Women at remote field locations

04 women deployed at PPL Adhi Field (Tehsil Gujar Khan) on a permanent 21/ 21 work rota basis executing professional job even in challenging environment

Conscious efforts have been made to hire more women in the workforce generally and especially for the technical departments as women are still under-represented in the geological world at the higher levels of expertise. The increasing percentage of female millennials is a testimony to the management's focus towards women empowerment. Currently, four females are deployed at PPL's Adhi Field negating the notion that women can't work at remote field locations. Women staff is provided equal opportunity to take on field-based trip for professional execution of technical and welfare projects. In order to further facilitate the female staff, Iddat leave along with establishment of Day Care facility for infants of female staff have been initiated this year.



The new agenda for HR is a radical departure from the status quo. With data-driven vision and exceptional organisational knowledge, leaders at PPL are making efforts to take advantage of best HR insights in the strategic planning while taking business off the ground and driving it to the next level.

40 percent of our current female employees are millennials

35 percent of our current male employees are millennials

During the last 10 years, the proportional increase of women in the workforce at management, professional & technical positions is 34 percent

HABIB Metropolitan Bank



At **HABIBMETRO** we strive for an inclusive work environment, not just for optics or regulatory requirements but for the value that diversity adds to the organizational productivity and how it furthers the brand's legacy of giving back to the community/ country.

Our team is greater than the sum of the individual skills of the people within it. The additional value in this synergy is brought by the diverse skills, perspective and aptitude of the individual team members that complement and supplement each other's strengths and weaknesses.

The optimal mix of human resources in an organization should be representative of its customer base. If we are providing products and services to customers belonging to different genders, physical abilities and ethnic/ religious backgrounds, then we should have a proportionately representative internal team to cater to the needs of our varied customer base in the best possible manner.

While being reflective of the community in general and its customers in particular, our team operates with a sense of purpose that is driven by internalization of the Bank's core values (teamwork, trust, responsibility, integrity, commitment and respect) as well as involvement in CSR activities that give a greater meaning to their professional endeavors.

Being an equal opportunity employer in both letter and spirit is in organizations own interest as it gives organizations access allowing them to attract the best possible talent for to the widest net of talent different roles.

Not doing so, limits the pool of talent in your recruitment activities considerably. Once on-boarded, a diverse team should also be given a comfortable environment which it can thrive and perform to the best of its abilities. This includes having proper facilities in place such as ramps/ elevator, flexible timings etc.

Diversity is not just a 'good-to-have' element. In this day and age, it is a necessity for maximizing productivity, efficiency and profitability.



Mohsin Nathani
CEO

Habib Metro and Diversity & Inclusion Initiatives

It is universal fact that employees from different backgrounds bring with them a variety of different skills and experiences and thus different perspectives. This leads to higher creativity and also influences productivity. Having a diverse workforce gives an organization a competitive advantage since it has been observed that such organizations outperform their competitors resulting in greater profits. Hence the impact is on the bottom line!



HabibMetro bank believes in its strong value system which places high standards of conducting business and valuing people at its core.

As an organisation that aims to take its legacy forward to many generations, we welcome best practices for improvement. As organizations around the world are increasingly realizing the importance of having a diverse workforce whether the diversity be racial, ethnic, age or gender related, of gender identity/sexual orientation or related to religious, spiritual beliefs or disability etc.

Therefore, realizing these opportunities we aim to build an even more diverse and inclusive workforce. A number of initiatives are being taken to achieve this goal which are as follows:.

Improvement in Gender Diversity:

The Bank has been focusing on hiring females. In 2017 out of the total hiring across the organization, 13% were females and the ratio has consistently been improving with 15% and 17% females hired in 2018 & 2019 respectively. Accordingly the ratio of female to male population has improved by another 1% in 2019 over the last year.

Year	2017	2018	2019 (Till September)
Total Hiring	662	746	705
Females hired	89	110	117
% females hired	13%	15%	17%

We have also been endeavoring to have females at all levels including senior positions across the Bank to enable a good representation of the gender at all possible levels in the organizations.

Diversity in Hiring of Especially Abled Persons:

We have joined hands with an Non Governmental Organization: NOWPDP, to partner in hiring of differently abled persons. In the meantime the Bank has been encouraging such hiring in Branch Banking, Operations and Call Center with an aim to increase quality hiring and in good numbers.

Our efforts will continue to develop our culture even further for diversity and inclusivity in the years to come.



Asad Ali
Head HR



Bank Alfalah

D&I Structure & Implementation

We at Bank Alfalah have embarked upon a diversity and inclusion (D&I) journey because we strongly believe in the business and social impact created by a diverse workforce and an inclusive work culture. We believe that D&I inspires creativity and innovation, unlocks productivity, and enhances profitability.

We harbor a commitment towards fostering a workplace where everyone's uniqueness is valued and want to build a workforce which is representative of different genders, ages, races, backgrounds, experiences, working styles, and disabilities.

Women in our Workforce

We started this journey in 2018 when women represented 12% of our workforce. We implemented conscious efforts to hire more women in our workforce. Consequentially, we were able to have 17% women in



our workforce in 2019 – a 5% increase within a year.

However, we understand that this is nowhere close to the ideal. Our goal is to reach 20% by 2020 after which we will aim for the sought-after 50%.

Our D&I Strategy

Our D&I strategy rests on the following four pillars:

1. Developing gender intelligent leaders

We have set up a D&I council which constitutes our senior leaders. The purpose of this council is to meet regularly to review D&I progress.

2. Monitoring diversity indicators

Our departmental heads and line managers value D&I and are meeting their annual objectives to build gender balanced teams and to increase women ratio in our workforce to from 17% to 20% by 2020.

3. Creating measures to facilitate work-life balance and conducive work culture

Supporting Mothers

We support mothers in a number of different ways:

- By offering them fully paid 6 month long maternity leaves



- By staying connected with them during the maternity leave through our Stay In Touch program
- By offering them childcare allowance

Being There for our Women

We have established a communication channel for our female employees so that we can remain accessible to them, hear them out, and solve their problems regarding work environment, work-life balance etc.

4. Helping women succeed and nurturing their ambition

Sponsorship Program for Women

Our senior leaders serve as Sponsors for our women. As sponsors, they not only provide women career advice but also highlight their achievements, promote their visibility, and are personally vested in the women's upward movement in the Bank

SheLEAD – Bank Alfalah's Signature Leadership Development Program for Women

We have designed and launched SheLEAD as our in-house signature leadership development program for women.



We will continue to research and implement D&I best practices in order to become an organization that encourages people to bring their best and authentic selves to work every day.

Benefits, Work-life Integration & Flexibility

We, at Bank Alfalah, are striving to foster a culture that enables employees to balance their professional and personal commitments and inspires them to take joy in their work. Our senior leaders not only advocate and embody work-life balance themselves but also encourage and empower their teams to practice better boundary management between their work, personal and social lives.

One of the benefits that we pride ourselves on for offering is the fully paid 6-month maternity leave policy. This policy is a testament to our commitment towards nurturing not just the careers of our female employees but also their biological lifecycles. We also stay



connected to them through our 'Stay in Touch' program so they don't feel alienated when they join back after 6 months. When they join, we offer them childcare allowance which they can utilize either at a daycare or by hiring help at home.

We also have a flexible working policy in place which reinforces a culture of meritocracy through focus on outcomes rather than location or hours worked. This policy is designed to provide employees with the flexibility to meet their needs and those of the organization, thereby improving engagement, productivity, and retention. We offer our employees the option to alter the pattern of hours worked every day and to work from home.

There are a number of different leaves we offer in addition to the standard casual, sick, and privilege leaves in order to cater to the needs of our employees:



- Paternity leave (7 days)
- Maternity leave (6 months)
- Iddat leave (130 days)
- Pilgrimage leave (30 days)
- Prolonged illness leave (30 – 60 days)
- Employee volunteering leave (2 days)

Some more unique benefits that Bank Alfalah offers include medical insurance coverage for not just our employees' and their spouses and children but also for their parents. We also offer pay continuity plans under

which the family of the employee gets last drawn base salary for five years in case of death of that employee.

We care about our employees' professional development and health and fitness levels which is why



we reimburse a certain portion of the fee they pay to educational institutes and gyms.

We want to make our minority groups feel included so we ensure to roll out communication and personalized messages from Group Head HRLG on their festivals and important religious days.

We believe that there is still so much more we can do for our employees. We will continue to strive towards making Bank Alfalah a great, happy, and diverse workplace.

ENGRO ENERGY

Enabling Growth
Through Energy Excellence



engro energy



**Ahsan
Zafar Syed**
CEO



**Ayesha
Jamil Khan**
D&I Lead



**Zeshan
Taj Khan**
VP HR

As we aspire to deliver value and deploy an energy ecosystem through our interventions, we believe that the seeds we sow today will pave the way for meaningful success tomorrow.

As a subsidiary of a regional corporation – Engro Corporation, our progress is fuelled by an inherent need to meet new challenges and enable excellence by leveraging our engineering expertise of over five decades. Through multifarious investments in an array of industries and sectors we are well poised to evolve and grow by making solid investments today that can yield a promising tomorrow for us and our partners.

The story of Engro Energy goes back to 2008, when a fully owned subsidiary was incorporated by Engro Corporation to develop power projects in Pakistan and beyond. As they say, the rest has been history.

Our first intervention in the energy sphere was launched in the form of Engro Powergen Qadirpur Limited which owns and operates a cutting edge 220MW power plant

in Qadirpur and runs on permeate gas which was previously being flared. This unique aspect makes the Engro Powergen Qadirpur plant one of the few green power plants in Pakistan earning carbon credits.

Moving further in its efforts to improve energy efficiency and ecosystem in the country, Engro Energy formed the Sindh Engro Coal Mining Company in collaboration with its partners to unearth and mine one of the world's largest lignite coal reserves in Thar – achieving a first for the country in terms of becoming one of the only private sector entity with the engineering capability, capacity





and expertise to operate and optimize an open-pit mine. Soon thereafter, the Company ventured into establishment of 2x330 MW mine-mouth power plants in Tharparkar through a dedicated subsidiary, Engro Powergen Thar Private Limited. The culmination of these Thar coal projects from inception to financial close and including the stellar project management, which remains inclusive and collaborative, is testament to our organizational knowledge and skill in delivering projects of significant magnitude and strategic importance.

However, at the heart of our growth story has remained the agenda of incorporating diversity and inclusion across all levels of our business operations. Therefore, from our social work tour value chains, our businesses pursue affirmative action for championing D&I agenda in all our endeavors. Engro Energy Limited has led the Engro group in spearheading learning and development on the core issue of diversity and inclusion. After conducting successful awareness session on the topic of Workplace Harassment for almost 100% of our employee base – approximately 600 employees – at 3 different locations, Engro Energy has also completed Harassment Handling Committees Investigator trainings on Unconscious Bias for all its employees at all locations.

Furthermore, as stated under our D&I framework, awareness on D&I is one of the top three objectives for



Engro Energy. In order to achieve this, Engro Energy decided to start off with the Workplace Harassment Awareness Sessions in order to educate its employees on the Workplace Harassment Law, the Non-discrimination & Harassment policy of Engro, the whistleblower policy at Engro and information on the Harassment Handling Committees members. The objective of this was to make sure employees are aware of what harassment is, what constitutes sexual harassment, how the law protects them, and the mechanism that the company follows in order to protect them against it. This training was successfully conducted at 4 sites altogether including Thar plant sites, Qadirpur plant site and the head office.

To follow these awareness sessions, we then moved on to conducting a training for our Harassment Handling Inquiry Committee in order to equip them with the right skill set to conduct investigation on sensitive topics.



This workshop not only enhances our inquiry committee members' investigator skills but also gives them an online certification on this subject.

Simultaneously, we are also conducting a training for 600 employees at 4 different locations on the topic of Unconscious Bias in order to highlight the issues of what are the stereotypes and biases found at our workplace and how we can curb these biases in order to create a more equal workplace culture. Prior to this training, external consultants are going to collaborate with Engro Energy to conduct a sensing of our organization which will include both focus groups and surveys conducted at all our office locations in order to gauge what is the level of D&I in EEL and how unconscious bias exists within different locations, departments, cadres and levels. This activity will be concluded by data focused report writing, and based on this, the agenda of the unconscious bias training will be formulated.

Moreover, under the banner of Thar Foundation which is the CSR wing of SECMC; a subsidiary of Engro Energy Limited, a lot of work is being done related to

women empowerment, gender equality and socio-cultural protection. Thar Foundation's themes have been linked with Sustainable Development Goals (SDGs), the SDGs are a universal call-to-action to end poverty, protect the planet and achieve gender equality and ensure access to health and education.

Thar Foundation aims to promote entrepreneurship among differently abled individuals in line with UN Sustainable Development Goal (SDG) 8: Decent Work and Economic Growth, and Goal 10: Reduced Inequality. The Foundation's SME-Grants program aims to reach out to differently abled individuals in Block - II and Gorano areas to support them generate income through providing financial assistance to develop small and medium enterprises. In this way, 10 differently abled persons in Block-II and Gorano area villages were given initial setup grants and are now running their own businesses with average earnings of PKR 15,000 per month.

In line with our focus on Sustainable Development Goal 8: Decent Work and Economic Growth, and Goal 10: Reduced Inequality, TF provides socio-economic opportunities to Thari women to help them gain financial independence. Khushaal Naari which translates as "Prosperous Woman" is our ode to these women and an opportunity to improve the living standards. Thar Foundation believes in the importance of women's role in development process.

Thar Foundation supported 20 women in getting training on stitching. In this way, the trained women from Senhri Dars and Thario Halepota villages sew TF-school uniforms and other clothing items. Each trained woman earns PKR 6000/- to 8000/- monthly. Ms. Dupatta, living in Thario Halepota village has created a history in getting registered with SECMC-TF as the first woman vendor. The way, she manages the program, has become a success story, and attracted other women to be the part of this income generating work. Thar Foundation has expanded the program; five women from Islamkot town have been linked with Khushal Nari program Engro Energy completed the construction of first of its kind day care facility in Thar for children of star project, Women Dump Truck Drivers project trainees. The facility will not only provide good care for the children but also will provide a positive learning environment. Furthermore, the entire construction work was completed in 25 days. The day care facility is a milestone project achieved by SECMC towards its commitment to provide an enabling environment to its female workers to sustainably manage the program on a broader level. The children will be provided special care inside the facility to ensure their wellbeing as well as to ensure mothers' mental peace and comfort. In an area like Tharparker, this facility substantiates SECMC's commitment to provide a decent place of work to female employees.



Khaadi



FAISAL FAROOQ KHAN
Head HR



SHAMOON SULTAN
CEO & Founder

From its inception in 1998, work life balance has been integral to Khaadi's business practices as the fledgling organization employed women designers and had to accommodate their requirements to their workplace. As Khaadi has grown, these fundamentals remain integral to the company's business practices and way of work. Khaadi welcomes and creates avenues for women seeking employment opportunities, providing benefits like company transport, flexible working hours and day care, enabling them to focus on their professional and personal responsibilities.

In terms of metrics, Khaadi's C-Suite has 30% women representation and this cascades across the organization:



36%

SENIOR MANAGEMENT

37%

MIDDLE MANAGEMENT

39%

JUNIOR MANAGEMENT

25%

C - Suite



The organization has been recognized for their Diversity & Inclusion practices and won the prestigious CFA Gender Diversity at Workplace Award for 2017-2018. However, this spirit is not restricted to policy alone but has been the inspiration for a successful and internationally recognized social media campaign. In 2017, Khaadi collaborated with Meesha Shafi to spread the message of 'Mein Bhi Pakistan Hoon', building on this in 2018 by including marginalized communities. The campaign concluded in 2019 with the legendary singer Abida Parveen sang a version of Jug Jug Jeay Pakistan, in a video depicting the religious communities of the country praying for the country's prosperity.

Khaadi translates this unique tradition of listening to the aspirations of women. As a leading fashion retail brand, the organization uses the feedback from its social media platforms and develops campaigns and products customized to reflect their spirit. This also led to the introduction of Chapter 2, creating ensembles from handwoven and handcrafted fabrics like Khaadi did over twenty years ago.

Over the years, Khaadi's has grown, but its ethos is the same – to design exquisite retail experiences for customers, where the focus on key elements of design and retail and innovates new ways to engage with them.



See The Real Me

Telenor Pakistan



In 2019, Telenor Pakistan embarked on a bold mission – to not just focus on the Diversity in D&I, but also the Inclusion.

Historically, when companies actively embrace & work towards greater Diversity & Inclusion, specifically on gender, focus remains on attracting & retaining more females to have a more balanced employee base. However, equally important to hiring more women is ensuring their inclusion in the workplace.

So, what is inclusion? It means providing different individuals the freedom to be themselves, express themselves, and realize their full potential, in the same workspace. Inclusion ensures decision making regarding individuals is not clouded by biases, stereotypes & discrimination against any group.

Telenor has always stood out as an organization offering competitive benefits, best in class policies, processes & practices that foster greater gender balance. Testament to this are the awards & accolades we have received over time, such as the Best Place to Work in Telecom by Engage Consulting & PSHRM & Women Empowerment Award by OICCI in 2019.

But even progressive organizations such as Telenor, which ensure Diversity & Inclusion is a driving force in their people strategy & an integral part of the company's vision, face the very real challenge of not seeing the needle move forward. Women in even these companies are still no closer to being 50% of the organization. Less & less females, despite their potential, reach the leadership ranks. And no amount of

increased diversity at hiring can bridge that gap unless a more holistic and multipronged approach to addressing this problem is adopted.

We at Telenor, deeply studied this problem, and based on this, created our strategy & roadmap, which focuses heavily on creating greater inclusion by ensuring leaders & male employees are active participants in the conversation around diversity.

Lasting and sustainable change of any form can only occur if there is buy-in for it at all levels of the organization, especially at the top. With more leadership buy-in, we see a trickle-down effect throughout the organization. And this helps create the enabling environment and culture for women where they can thrive and rise in their careers. Involvement of men in the conversation is equally important. Traditionally, diversity related interventions have focused on women, sometimes at the expense of alienating men. An enabling culture for all cannot be created if the majority of those that makeup the culture, the men, don't see the benefits of working with women and are sold on it.

One of the biggest hurdles in inclusion are stereotypes & biases, which consciously or unconsciously, impact our decision making & hamper the full inclusion of women in the workforce. To counter these and create allies out of men, one of the interventions done by Telenor was address these myths through an internal digital campaign on myth busting.

This campaign #See The Real Me, focused on 6 pervasive myths that, even in today's day & age, pose



as barriers to the inclusion & career progression of women. It aimed to create awareness on recognizing women for their hard work and not through their gender. We picked real stories from within Telenor, of women who have successfully defied these myths. Further, these video stories are told by male colleagues of the women (line manager, peer or team member), to set an example for and inspire other men in the company to recognize such stereotypes within & around them, and counter these by looking at success stories.

While we realize that cultural & mindset shift cannot be an overnight change, this campaign has been a step in

the right direction that will contribute to bringing a positive change in the long term. As a result of this & other interventions around inclusion, we have seen a significant increase in the perceived equality of opportunity by both genders in our annual feedback survey.

We hope to continue the conversation going by building on the momentum from 2019 and expanding our collective understanding of Diversity & Inclusion to beyond gender this year & create more champions for this from amongst our leaders & employees.



Lene
Gaathaug
CHRO



Irfan
Wahab
CEO



Kiran
Zaidi
Manager Talent
& Culture



Amir Ramzan

Country Director



Basma Aftab

Lead - Equality, Diversity and Inclusion



Equality, Diversity, and inclusion is at the very heart of what the British Council does as a cultural relations organisation. Our work is designed to create opportunity and access to more people in order to support a more balanced and equitable world. However as made popular by the head, heart and hand approach, the heart without the head and hands lead to no action. It is very easy to put into words that diversity and inclusion are important, but to make this actionable it is imperative that there is accountability.

We made this happen by making it mandatory for every team lead to have an EDI related deliverable for the year. Their performance is measured against the actions taken against the deliverable. This provides a tangible roadmap for staff to work on. So as opposed to putting the onus of implementing EDI into our work onto one department or working group, it is now jointly owned.

This was successful in the sense that we had leads not just thinking about successful delivery of their





programmes but also how EDI could be mainstreamed through them. Some of the other ways we have mainstreamed EDI in our programming is through our library network and programming. The spaces are designed to be inclusive for all, while the programming is wide-ranging and caters to the interests of a diverse audience ranging from children's storytelling sessions - in urdu and English - to workshops on mindfulness, and support groups for women.

To ensure we are accessible to everyone, we also commission periodic access audits of our offices and library spaces, and run routine checks of our digital assets to comply with WCAG (Web Content Accessibility Guidelines) 2.0 standards.

In our school enrolment projects and Exams, we operate on grounds of equal opportunity whilst prioritizing gender and disability. Our youth-focused programmes, such as Active Citizens and TACS, encourage the involvement of under-represented groups in community work.

The Developing Inclusive and Creative Economies (DICE) programme specifically addresses the lack of inclusive growth in emerging economies using social enterprise and creative industries as vehicles to support development. We are currently delivering the DFID AAWAZ II Inclusion and Accountability and Reducing Modern Slavery Programme in Pakistan. Finally, our dedicated research unit has produced several ground-breaking research reports on various



EDI themes including young persons with disabilities, women and girls, and older persons in Pakistan.

BELIEVE IN

ALL PEOPLE TO SCALE
BUSINESS PERFORMANCE



Raza Pirbhai
CEO



Nida Nasir
GM HR





A Global Fortune 500 corporation, Yum! operates the famous brand KFC. YUM is one of the largest fast-food restaurant company regarding system units with 48,617 restaurants around the world in over 135 countries. Spearheading the business in the MENAPAKT region is KFC Pakistan. The guiding principles which makes KFC Pakistan a great place to work is "Believe in All People" which is also seen in day to day actions especially when we come to know that KFC is proactively creating employment opportunities for the specially abled thereby actively building a diverse workforce.



Today, KFC employ over 100+ employees (hearing & speech impaired) in more than 08 restaurants across the country. To source these candidates KFC has strategic partnership with non-profit organizations to hire hearing and speech impaired candidates every quarter. To have a significant pool of candidates at disposal, employee referrals have turned out to be one of the most useful tools for KFC in recruiting people with disability as these people constitute an active community.

The idea is to go upstream and make the hearing & speech impaired youth employable in Pakistan through these efforts. It is a fully sponsored program in which they are taught sign language, English language and critical skills necessary for employment in the retail and hospitality sector. The objective is not only to employ them at the dedicated hearing impaired restaurants but also to impart vocational skills that can be used at every stage of their careers in the industry.

Apart from creating opportunities for the hearing-impaired community, KFC works aggressively towards gender diversity. Today, KFC operates more than 94 restaurants with over 350+ female employees working at every level in the organization, from cashiers to delivery riders and from restaurant managers to Senior Leadership Team Members i.e General Manager Finance and General Manager HR.

KFC Pakistan has also introduced 'Dame Riders Program,' consisting of a first of its kind fleet of female delivery riders in Lahore.

KFC Pakistan has also been expanding career opportunities for youth of Pakistan through Talent Export Program. An agreement signed between Punjab Skill Development Forum and Americana (one of the most successful and largest food manufacturing in the Middle East region). Through this program, the young talent will get trained at KFC Pakistan and after successful completion, KFC will export the talent to the Middle Eastern Market.





The First MicroFinance Bank



Amir

Masood Khan
CEO & President



Wajid Ali

Head Human Resources



Creating a Culture of Belonging, Inclusion and Diversity

The First MicroFinance Bank started its operations in Year 2002 and has expanded its footprint progressively across Pakistan in all provinces including Gilgit Baltistan & Azad Jammu & Kashmir. Diversity and Inclusion has been a clear priority for us as we set specific Diversity & Inclusion goals. We seek to leverage the diversity of talent in terms of serving a diverse customer base.

We believe the employees are diverse not only in gender, race, academic and cultural backgrounds, life experiences, thoughts and ideas. Embracing the diversity of these experiences and perspectives creates a culture of empowerment, one that fosters innovation and new ideas.

Delivering through Diversity / Leadership, accountability and the business case

The Bank has had a long-standing commitment to embracing diversity through its Vision, Mission and Core Values. FMFB has formalized its commitment to

diversity with a D&I strategy and the leadership team has fully committed to drive the Diversity and Inclusion agenda.

At The First Micro Finance Bank, we take a holistic view of Diversity and Inclusion that looks beyond usual measurements. Being selected as one of Pakistan's best Diversity employers gives us confidence that FMFB is well on its way to nurture and sustain an inclusive work environment where employees feel valued and being part of a collective team that supports individuality, providing financial access to the under privileged segment of the society.

Building on Connections

FMFB increased targeted recruitment through diversity partnerships with external organizations / entities. The partners' networks and expertise with diverse communities have been valuable in building an employee base that represents local demographics. Over the years diverse representation has increased due to all of the work that the talent acquisition team has put into reaching out to diverse communities and making the right connections.

HR Policies and processes are designed to support and ensure equal career growth opportunities for all the employees. "Meritocracy" being one of the core values, sends a message out loud of our inclination towards D&I. Potential candidates from all backgrounds and ages (fresh graduates to specialized professionals) are encouraged to apply and work in FMFB. From the beginning of year 2019, 600 plus candidates have been added to FMFB headcount.

Our focus on Meritocracy and inclusive formal and informal organizational culture also helped us in hiring and retaining female staff making us a market leader in gender diversity ratio 15.2% with a vision to further increase this ratio in the years to come. Many female employees now holding managerial & senior



management positions in FMFB, such as Head of Risk Management, Distribution Head, Area Manager etc. Also, FMFB Board of Directors consists of 8 Members, which comprises of 3 female members.

It is also ensured that specific gender is not mentioned in all the career opportunities advertised through any channel, rather equal opportunity employer is mentioned to encourage and invite all candidates to apply and the decision is taken on purely merit. With footprint in almost all regions of the country, i.e., Gilgit Baltistan & Chitral, Central & North Punjab, AJK & KP, Sindh & Baluchistan and Islamabad; the number of diverse groups have significantly increased.

Furthermore, FMFB's Induction program for new joiners also focuses on Anti sexual harassment policy, diversity & Inclusion. In year 2019, all employees signed off the Code of Ethics & Business Conduct document to conduct the business of the Bank in full compliance with the laws, rules and regulations, norms, customs, culture and practices of Pakistan and to adhere to the highest ethical standards which also emphasizes on providing Equal Employment Opportunity (EEO), discouraging Nepotism and discrimination / harassment along with reporting procedure and repercussions.



Career advancement and promotion opportunities are equally available to all employees. Internal Vacancies are advertised to provide the opportunities and to encourage FMFB employees to apply for those positions before we advertise externally. In year 2019 alone, 600 plus employees have been promoted / placed in parts of the country based on their performance and potential which is 18% of the total population. In year 2019, (Jan – Sep) the employee turnover ratio of minorities is just 1.6%

The Springboard for Engagement / Moving the Needle on engagement

The Employee Engagement Survey results completely backs up the impact of the initiatives, as it was closed with 96% response rate & 89% engagement index which is greater than all the established Benchmarks, i.e., Financial industry, Indian sub-continent, and even Global.

FMFB Management conducts town hall meeting in all of the 19 areas every year with a vision to ensure transparency and encouraging the field force to voice their concerns directly to the Senior Management Team (SMT). These opinions are listened to and decisions are then made keeping in view the best interest of the employees and FMFB.

Moreover, the initiatives taken to promote diversity, i.e., Celebrating International Women's Day, Breast Cancer Awareness Session (PINKtober), New Year Celebrations, Birthday Sentiments, Birthday Bash, Ramadan First, Green Office Drive – Earth Day Celebration, Corporate retreats (HR Connect) etc. have also aided greatly in the promotion of D&I in FMFB.

We have found that the engagement with diversity has given us an edge in hiring, and the focus on celebrating diversity and driving a culture that aims to embed inclusion into all facets of the organization has contributed to a wider talent pool of diverse candidates. And employees continue to grow and evolve as more diversity initiatives and events are organized pan bank.

A BANK FOR **EVERYONE**



HBL

HABIB BANK
حبیب بینک



Muhammad
Aurangzeb

CEO



Jamal
Nasir

CHRO



Saira
Halai

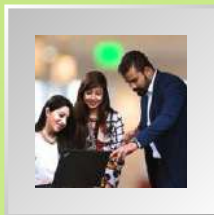
GM HR Management,
Talent & Diversity

“HBL has launched various cross-platform sourcing campaigns. In addition to using LinkedIn and Rozee, we also explored digital avenues/social media, primarily Facebook, to generate interest within a previously untapped segment. We leverage on our existing workforce to refer female candidates from their network; and initiated university drives to engage females for entry level positions. To ensure transparency and remove biases, we conduct cross functional interviews for all positions. This is reinforced by regular communication and guidelines shared by senior management on cultural change, which has started to reflect in our hiring numbers. The current trend of female hires is on the rise with the current female diversity ratio standing at 17%.

Our employees are urged to explore various roles within

the organization. Internal jobs provide employees opportunities for career advancement, resulting in employee loyalty and retention. They are involved in leadership trainings, networking sessions with senior management & also have individual development plans to support career advancement.

We have a robust self-appraisal system as part of our appraisal cycle. There are three different mentorship programs in place for staff to be mentored. Employees are also given a chance to be part of critical projects and networking sessions with senior management to have greater exposure & visibility. We ensure that our branch staff is rotated at least every three years. Our staff is given exposure of different locations, cultures and practices. Internal Jobs and cross functional projects/assignments also fulfill the same agenda.”





DIVERSITY AND INCLUSION

At AGP, we believe that "Diversity" is the variety of talents, mindsets, perspectives, qualities, abilities, and attributes of our employees and business partners, which makes us unique and contributes to creativity, innovation, and sustainable business success. Whereas "Inclusion" is about respecting all visible and invisible differences to gain a competitive business advantage and create an equitable, healthy, and high-performing organization in which all individuals feel valued and their contributions are appreciated. Actions speak louder than words and AGP's policies and initiatives are testaments to its commitment to a diverse and inclusive working environment.

RECRUITMENT AND SELECTION

AGP being an equal opportunity employer does not make any distinctions based on gender, cast, color or creed during recruitment and selection. The unbiased hiring process coupled with facilities and amenities boosts diversity numbers and percentage of female participation in workplace stays in double digits. The Company's infrastructure supports the accessibility of differently abled personnel to work sites. This encourages the numbers of differently abled individuals within the Company.

CULTURE AND VALUES

We understand that a safe working environment is imperative to nurture talent and bring out innovation. We always strive to make work-life balance a core component of our culture by allowing flexible working hours and providing paid leaves on medical grounds including maternity leaves. Amongst several other benefits, the Company also provides health and life insurance to all its employees. The conveyance facility provided by the company to women helps overcome travel stress which is one of the largest barrier to entry of women into the workforce. The Company fosters a culture where everyone's cultural values and religious beliefs are equally respected. Holidays are given on religious occasions to all the concerned employees, including minorities and all such events are also celebrated within the Company. This leads to social networking and also makes employees feel valued.

The Company is continuously striving to further embed diversity and inclusion in its principles of honesty, integrity and respect by providing an environment where all employees feel valued and included, able to nurture their talent as individuals and as part of a collaborative team.



Nusrat **Munshi**
CEO



Junaid **Jumani**
Director HR



Arooba **Shahid**
Diversity Officer





2019

DIVERSITY & INCLUSION

SURVEY

Executive Summary

1. Diversity and Inclusion is largely seen as a social concern as 69% of organizations practice it due to social reasons whereas 31% organizations practice D&I due to business reasons, in addition to social reasons.
2. 19% organizations use outcome metrics (productivity, customer, ROI) for D&I whereas 63% use activity metrics (employee engagement, satisfaction). To obtain uninterrupted allocation of resources by BoD, it is imperative to link D&I with business, financial and social performance metrics of the organization.
3. 79% organizations have integrated D&I with HR processes and only 21% have integrated it in not just HR but also with business processes. As per Global Diversity & Inclusion Benchmarks Standards, it is recommended that D&I should be aligned with organization's strategy, HR and business processes.
4. 12% organizations have D&I responsibility at Board/C-suite level executive. 38% organizations have responsibility with CHRO and remaining organization have delegated responsibility at lower level. For a strong business case, resource allocation, result orientation and accountability, it is important that D&I must be a KPI of member board of directors for better governance. Delegating D&I to HR without BoD responsibility is not a delegation but abdication of responsibility.
5. Having a defined policy is essential for solid outcomes. 50% of organizations have D&I policy. Those who do not have a policy, still undertake few D&I initiatives. These initiatives are operational in nature
6. Diversity council is a structure to define the D&I initiatives and guide the processes within the organization. Likewise, Employee Resource Group (ERG) is a structure to provide input to Diversity Council. ERG acts as eyes and ears to get input for developing all-inclusive policy. Organizations should give representation to diverse groups in ERG. 37% organizations have D&I Council however 27% of organizations have Employee Resource Group.
7. Benchmarking diversity, particularly the gender diversity, is of high interest for 85% organizations. Almost 50% organizations use both internal and external benchmarks. Benchmarking is helpful if it enables organizations to take tangible actions and link those actions with organization's outcomes.
8. Based on the data input from 60 respondent organisations. following trends have been identified. Please DO NOT consider these benchmarks as representative of whole industry.

Women Board of Directors

- 41% organizations do not have women at Board of Directors level.
- 34% organizations have only 1 woman at Board of Directors level.
- 25% organizations have more than one woman at Board of Directors level.
- 50% is the highest % of women at Board of Directors. The organization's name is Karandaaz. It belongs to the development and financial inclusion sector.

Women in C-Suite

- 27% organizations do not have women at C-Suite level.
- 25% organizations have only 1 woman at C-Suite level.
- 47% organizations have more than one woman at C-Suite level.
- 50% is the highest % of women at C-Suite level. There are two organizations who have 50% women at C-Suite level. Unilever (FMCG sector) and Pakistan Poverty Alleviation Fund (Development sector).

Women in Management

- 2% organizations do not have women at Management level.
- 4% organizations have only 1 woman at Management level.
- 94% organizations have more than one woman at Management level.
- 45% is the highest % of women at Management level. The organization, Aga Khan University, belongs to Healthcare and Pharma sector.

Women in Non-Management

- 18% organizations do not have women at Non-Management level.
- 2% organizations have only 1 woman at Non-Management level.
- 76% organizations have more than one woman at Non-Management level.
- 61% is the highest % of women at Non-Management level. The organization, Kashf Foundation, belongs to Banking and Financial Services sector.

9. Mean Gender Diversity varies at different levels:

- Board level (15%),
- C-suite level (18%)
- Management (15%)
- Non-management level (13%).

For a robust supply, it is important to build gender diversity pipeline at all levels.

10. To monitor diversity, organizations measure it at hiring time. Since hiring is just a gateway hence organizations should also use other instruments like succession plan, rotations, supplier diversity etc.

11. Diversity is creating a mix and inclusion is making the mix work. Organizations mostly use stay and/or exit interviews to measure inclusion. Though stay interview is a good instrument, the exit interview does not help avert a loss of valuable employee. Organizations should also use other tools like focus groups, cultural audits, feedback etc. to make sure they have timely information to act.

12. Exchange of D&I data between HR and line is a healthy trend. 72% of organizations share data on regular basis. Most common intervals of data sharing are quarterly and yearly.

13. Documenting and disseminating D&I success as well as failure with stakeholders help in learning from mistakes and repeating good practices. It is also helpful for knowledge management in organization. Out of 73% organizations who document success and failure and communicate it across organization for mutual learning, 40% utilize the learnings to realign their policies and

processes. Organizations should make it part of periodic reporting.

14. Industry learns faster when leading organizations are willing to share their success stories. It also helps leading organizations to emerge as employer of the choice. More than half of respondent organizations are willing to share their success stories for benefit of others.

15. Gender diversity emerges as top priority area for capacity building of organizations during 2019, followed by disability and cultural diversity. Though it is organizational preference, they may need to review all 26 dimensions given in the GDIB to reap the full benefits of diversity in a balanced approach.

16. Harassment prevention and handling training is the top intervention to foster gender diversity in 33% and 50% organizations respectively.

17. Handling harassment is an essentially a legal requirement to foster conducive workplace environment. 90% of respondent organizations have a structure for reporting harassment.

18. Organizations realize that diversity initiatives can only be successful if they create diverse culture through trainings on diversity sensitization (23%), unconscious bias (23%) and emotional intelligence (20%). Pay equity also helps in creating equitable culture in 13% organizations.

19. Among the capacity building programs, inclusive leadership program and cultural competence are the new positive trends.

Survey

Statistics

Total participating organizations: 60

1. Unilever Pakistan
2. The Aga Khan University
3. Pakistan Poverty Alleviation Fund
4. Karandaaz Pakistan
5. Kashf Foundation
6. KFC Pakistan
7. Nestle Pakistan Ltd.
8. Standard Chartered Bank Pakistan Limited
9. Shell Pakistan Limited
10. Hashoo Group
11. Engro Corporation Limited
12. Abacus Consulting Technology Private Limited
13. Reckitt Benckiser
14. Askari Bank Limited
15. Bank Alfalah
16. PTCL
17. K-Electric
18. Khaadi SMC Pvt Ltd
19. KPMG Pakistan
20. METRO Cash & Carry Pakistan
21. FrieslandCampina Engro Pakistan Ltd
22. GlaxoSmithKline
23. Haleeb Foods Limited
24. HRSG (Pvt) Ltd
25. Pak Brunei Investment Company Limited
26. Pakistan Stock Exchange
27. Bestway Cement Limited
28. Artistic Milliners
29. Deloitte Pakistan
30. Descon Engineering Limited
31. First Women Bank Ltd
32. Bayer
33. JW Forland
34. Habib Metropolitan Bank
35. Habib Bank Ltd.
36. Institute of Business Administration
37. State Bank of Pakistan
38. The First MicroFinance Bank Ltd
39. Greenstar Social Marketing (G) Limited
40. GreenO Corporation Pvt Ltd
41. Stewart Pakistan
42. Cinepax
43. AFAQ
44. AGP Limited
45. Careerpath.pk
46. Cherat Packaging Ltd
47. DP World Karachi
48. Enriching Perceptions
49. Fauji Fertilizer Bin Qasim Limited
50. Attock Refinery Ltd
51. Karachi Down Syndrome Program
52. Mobilink Microfinance Bank
53. Pak Suzuki Motor Company Ltd.
54. Pakistan Paper Products Ltd
55. READ Foundation
56. Systems Ltd
57. A.A.Joyland (Pvt) Ltd.
58. Aga Khan Development Network
59. Bahria Town
60. Yunus Textile Mills Limited

Industry Breakup of Participating Organizations

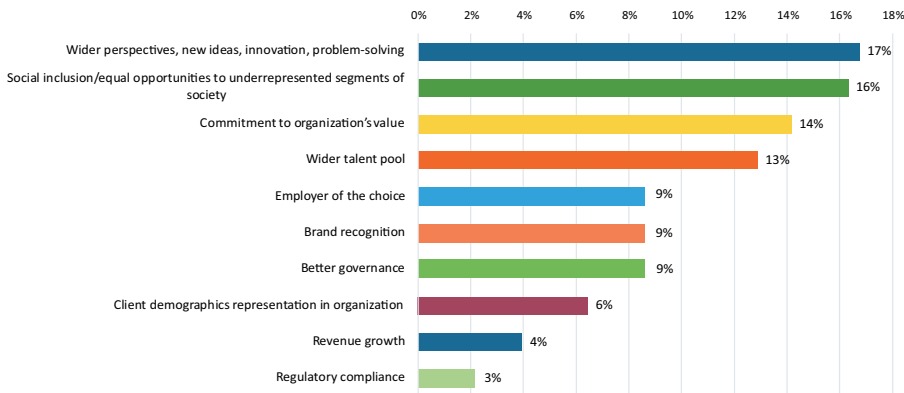
Banking and Financial Services	22%	13
Manufacturing Durable	12%	7
Healthcare and Pharma	8%	5
Retail	8%	5
Professional Services	7%	4
Manufacturing Nondurable	7%	4
IT and Telecom	5%	3
Energy	5%	3
Travel and Hospitality	3%	2
Transportation and Logistics	2%	1
Other (Engineering, FMCG, Education, Capital Markets, Real Estate, Development Sector)	22%	13

ANALYSIS

D&I BUSINESS CASE, POLICY AND STRUCTURE



Which of the following are the reasons for your organizations to practice D&I?



INSIGHTS

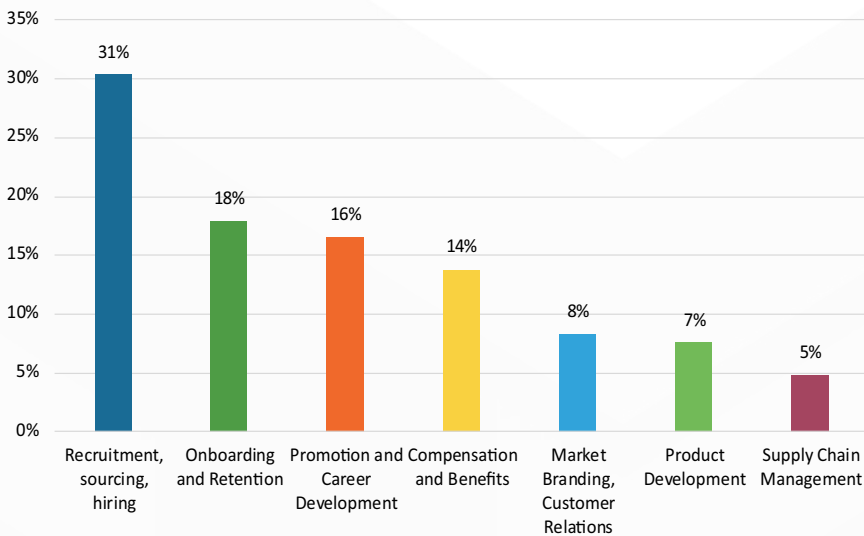
69% of organizations have social reasons and 31% have business reasons to practice D&I.

RECOMMENDATION

An organization can have own objectives to practice D&I. However, it is important to have a monitoring framework to assess whether those objectives are being achieved or not.



Is D&I embedded with any of the following processes in your organization?



INSIGHTS

79% of the organizations have integrated D&I with HR processes whereas 21% have integrated it with HR and Business processes.

RECOMMENDATION

For end to end alignment with organization's strategy and business processes, it is recommended that organizations should consider Global Diversity & Inclusion Benchmarks Standards.



Does your organization have D&I Policy?



INSIGHTS

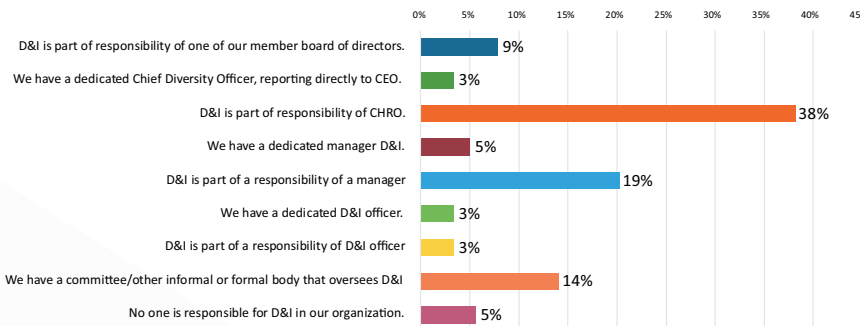
50% of the organizations have organizational D&I policy.

RECOMMENDATION

Policy sets direction and guiding principles. Practicing D&I without organizational policy leads nowhere. If an organization wants to practice D&I, it must have a policy.



Who is responsible for D&I in your organization?



INSIGHTS

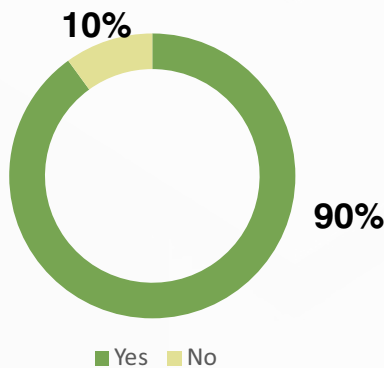
Largely the responsibility of D&I is with CHRO. Only 12% organizations have someone responsible at Board/C-suite level.

RECOMMENDATION

For a strong business case, resource allocation, result orientation and accountability, it is important that D&I must be a KPI of member board of directors for better governance. Delegating D&I to HR without BoD responsibility amounts to lack of ownership at the top.



Do you have a harassment reporting structure?



INSIGHTS

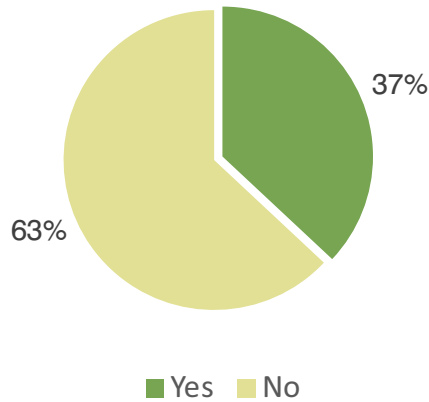
Clear majority of respondent organizations have a structure for reporting harassment.

RECOMMENDATION

Handling harassment is essentially a legal requirement to foster conducive workplace environment. All organizations are expected to comply with it.



Do you have a diversity council to define the D&I initiatives and guide the processes?



INSIGHTS

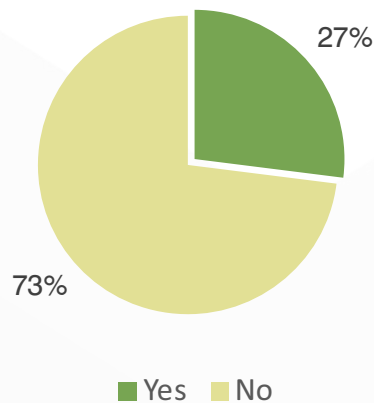
Diversity council is a structure to define the D&I initiatives and guide the processes. More than one third of organizations have a Diversity Council.

RECOMMENDATION

For effective D&I management, it is recommended to have a D&I council in the organization.



Do you have Employee Resource Group/Network of employees to provide input to Diversity Council?



INSIGHTS

Less than one third of organizations have Employee Resource Group/Network of employees to provide input to Diversity Council.

RECOMMENDATION

ERG acts as eyes and ears to get input for developing all-inclusive policy. Organizations should give representation to diverse groups in ERG.

Women Board of Directors

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Women in Non-Management

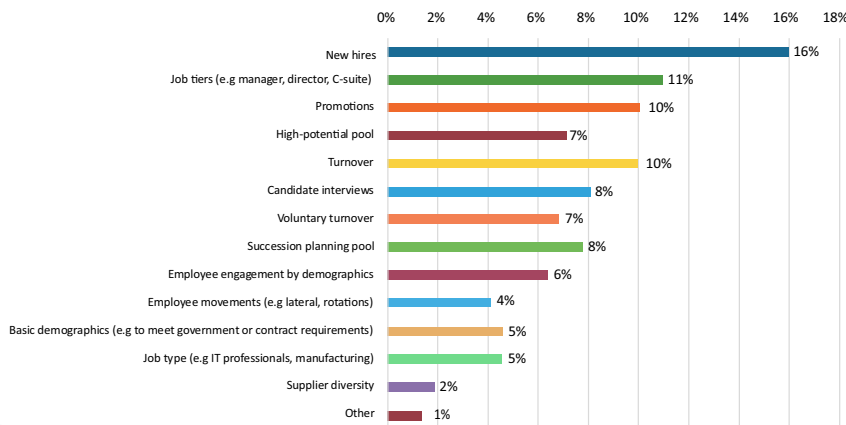
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ANALYSIS

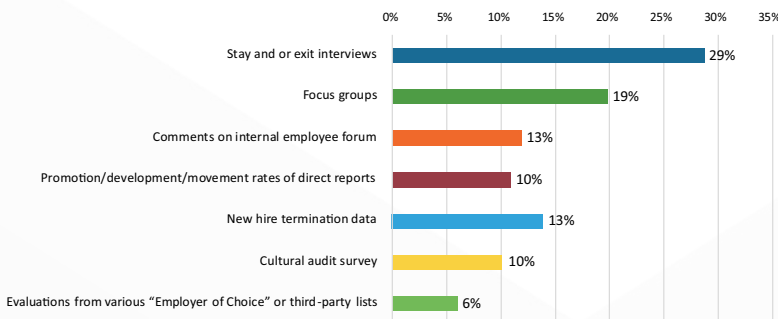
D&I MONITORING, REPORTING AND EVALUATION



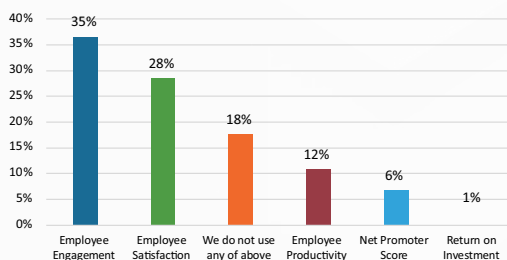
Do you use any of the following metrics to measure Diversity?



Do you use any of the following metrics to measure Inclusion?



Do you use any of the following metrics to track impact of D&I?



INSIGHTS

New hiring is a widely-used method of measuring diversity.

RECOMMENDATION

Organizations should use other instruments like succession plan, supplier diversity etc.

INSIGHTS

Stay and / or exit interviews are widely-used instruments of measuring inclusion.

RECOMMENDATION

Diversity is creating a mix and inclusion is making the mix work. All these tools are effective indicators to determine whether you are only creating diversity or also ensuring workplace inclusion to optimize organizational performance.

INSIGHTS

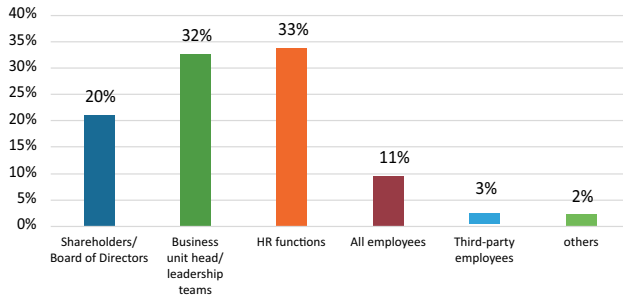
D&I metrics largely revolves around activity measurement (63%) and very few organizations link them with organizational outcomes (19%).

RECOMMENDATION

To obtain uninterrupted allocation of resources by organization, it is imperative to link D&I with key outcomes. BoDs, CEOs, CFOs are interested to see impact on productivity and ROI.



With which groups do you review/share D&I data?



INSIGHTS

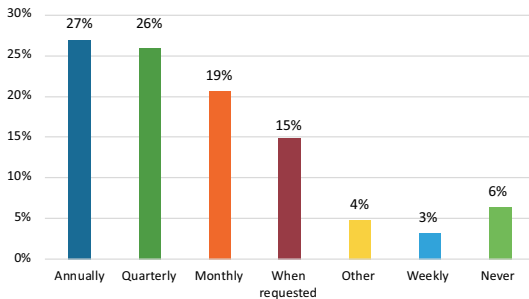
Two thirds of organizations share D&I data between HR and line.

RECOMMENDATION

More exchange of data to concerned stakeholder is always good. BoD should be a major stakeholder and should remain current on D&I vital data.



How frequently do you review D&I metrics?



INSIGHTS

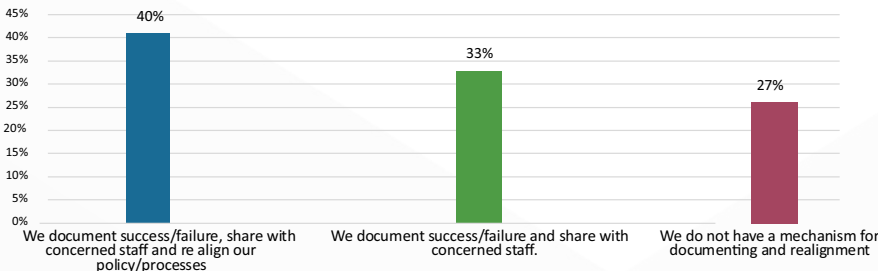
72% organizations proactively share data on periodic basis.

RECOMMENDATION

Monthly sharing of data is a good practice but for action purpose, quarter and annual data is helpful.



Do you have a mechanism to document success/failure and communicate across organization?



INSIGHTS

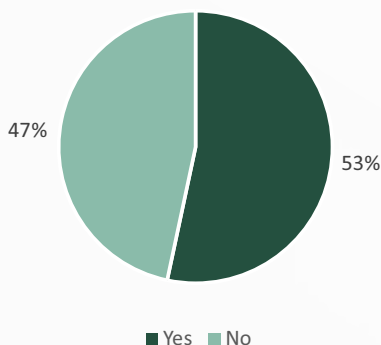
Out of 73% organizations who document success and failure and communicate it across organization for mutual learning, 40% utilize the learnings to realign their policies and processes.

RECOMMENDATION

Documenting and disseminating D&I success as well as failure with stakeholders helps in learning from mistakes and repeating good practices. Organizations should evolve a regular process to do so.



Are you willing to write a case study (we can provide you template), in which you can relate the impact of your D&I initiative on any aspect of organizations' key performance indicators?



INSIGHTS

More than half of the organizations are willing to provide a success story by relating the impact of D&I initiatives.

RECOMMENDATION

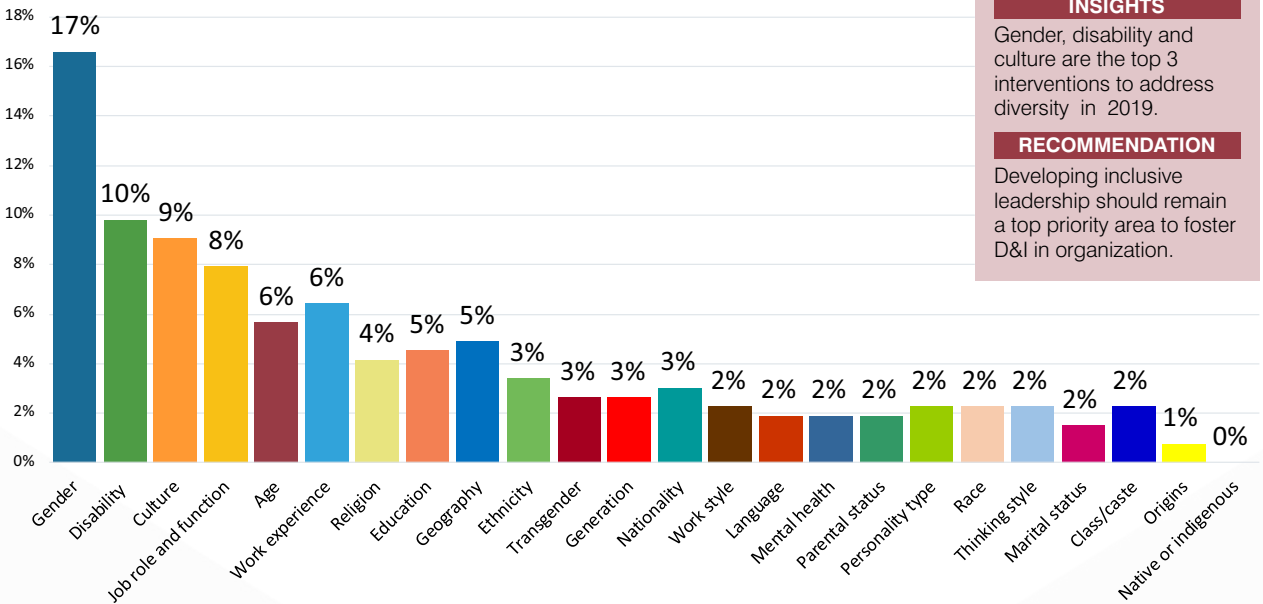
Unless it is confidential, sharing success story with industry helps in learning of others, becoming a market leader and an employer of choice.

ANALYSIS

D&I CAPACITY BUILDING TRENDS



Have you planned any intervention in 2019 to address diversity in any of following areas?



INSIGHTS

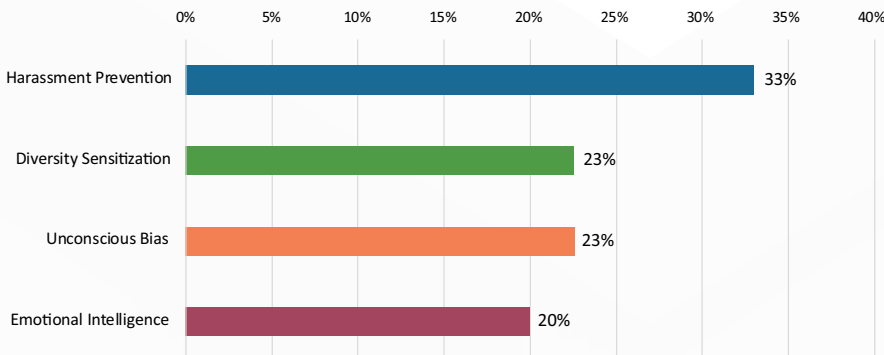
Gender, disability and culture are the top 3 interventions to address diversity in 2019.

RECOMMENDATION

Developing inclusive leadership should remain a top priority area to foster D&I in organization.



Has your organization conducted or planning to conduct training in any of following programs on DIVERSITY AWARENESS?



INSIGHTS

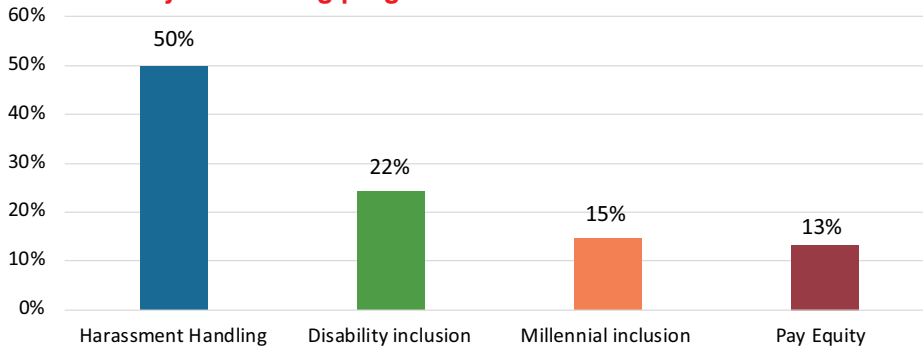
Harassment prevention is the top priority area among diversity awareness trainings.

RECOMMENDATION

Diversity sensitization, unconscious bias and emotional intelligence contribute towards harassment prevention therefore organizations need to consider them on equal footing.



Has your organization conducted or planning to conduct training in any of following programs on DIVERSITY MANAGEMENT?



INSIGHTS

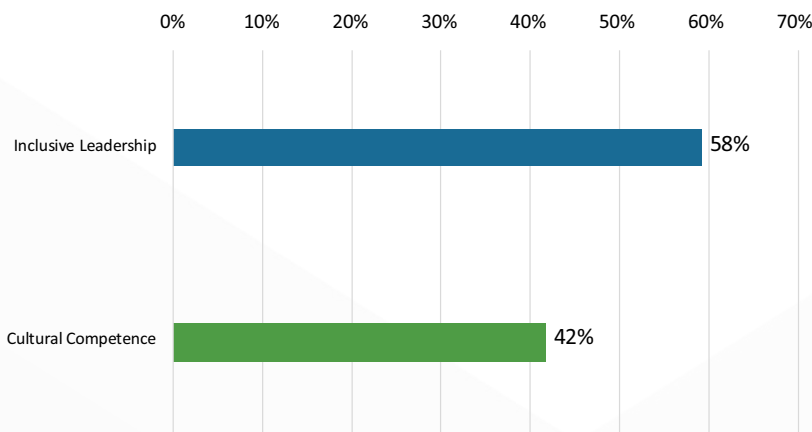
Harassment handling is the top priority area in diversity management trainings.

RECOMMENDATION

Though harassment management is a fundamental requirement however true benefits of diversity are realized by also considering disability and cultural diversity. Pay equity helps in creating equitable culture in organization.



Has your organization conducted or planning to conduct training in any of following programs on DIVERSITY DEVELOPMENT?



INSIGHTS

58% organizations are focusing on leadership development so they can remain conscious of inclusion while leading people.

RECOMMENDATION

Developing inclusive leadership should remain a top priority area to foster D&I in organization.

CONCLUSION

Diversity and Inclusion is gaining momentum in Pakistan industry. Organizations are mainly focusing on improving the gender diversity. Most organizations are practicing D&I due to social reasons and a small percentage is doing it by aligning D&I with organizational performance and outcomes. D&I responsibility largely rests with the HR, but C-suite, CEOs and Board of Directors have begun to show their involvement. Organizations still have a long way to go and it takes a long time for companies to become truly diverse and inclusive. Diversity champions and influencers need to be persistent about achieving their D&I goals and ensure that D&I is integrated in organizations policy and business procedures.

Highest in Gender Diversity at Board of Directors



Mr. Ali Sarfraz has vast experience of leading initiatives in the private, public, and not-for-profit sectors. He was engaged in advising private sector firms while working in senior strategy and operational roles in Asia and Europe. He also developed new strategies for increasing revenue streams of a major mobile operator in Pakistan. While working in senior policy positions in public sector, he focused on building conducive business environments, developing skilled workforce, and adopting technology use for the government. He has an MBA from INSEAD and BS in Electrical Engineering from University of Texas, Austin.

Ali
Sarfraz
CEO



Ms. Farwa Hasnain heads the Human Resources for Karandaaz and is a senior HR professional with more than 13 years of experience in both corporate and development sector of Pakistan, Farwa has expertise in designing Talent Management Systems that are in sync with organizational strategy and has played a vital role in development of Karandaaz in its initial years since she was the first professional employee of the organization and has built culture, systems and organizational capacity of Karandaaz in the last 4 years. At current she is the Director Operations and also the company secretary for Karandaaz. Farwa's previous experiences include working in the Microfinance industry, Academia and International Development sectors including economic growth and energy projects funded by USAID. Farwa holds an MBA degree from NUST Business School and a certificate in Performance Management for Non-Profit Organizations from Harvard University, USA.

Farwa
Hasnain
Head HR



Interview

Please describe key interventions you have implemented in 2019 to increase gender representation in your organization?

Karandaaz strongly believes that a diverse and inclusive workforce brings in a set of experiences and perspectives that are essential ingredients to the growth and success of an organization. Some of the interventions at Karandaaz are as follows:

- All female staff regardless of the length of their service are entitled to four months paid maternity leave. In case of medical need, an additional unpaid leave of upto two months may also be given
- All male employees regardless of the length of their service are entitled to a paid paternity leave of 15 working days
- Employees are eligible to 50% entitlement of the parental leave (both maternity and paternity) in case of adoption of a child aged one year or below
- Child Care assistance allowance for all female staff with children less than 12 years of age and male employees with working spouses
- Anti-harassment policy
- We give equal employment opportunities and have no quota for a specific gender
- We have an inclusive recruitment policy. All the interview panels are gender inclusive
- No discrimination in compensation or benefits on the basis of gender
- Flexible hours and work from home policy for all

What are the key drivers behind achieving a high gender diversity?

Focusing on gender diversity is one of the driving forces for the success of our organization. Unfortunately, women in our society do not enjoy the same level of opportunities but at Karandaaz we understand that women's needs are varied and for them to have the same level of opportunity, we need to cater to their requirements and adhere to our value of ensuring Equity which is a step above the concept of equality.

There are various key drivers behind high gender diversity at Karandaaz. These include our policies, our inclusive culture of respect and our outreach in sourcing high quality talent from the industry that allows us to hire capable women purely on merit basis.

Overall, Karandaaz has a conscious approach on gender equality and women's economic empowerment for all our program activities. We intend on becoming more gender aware across all our interventions and projects while also developing specific projects and interventions that focus on especially women.

What are the tangible and intangible benefits of achieving gender diversity for your organization and the society?

Karandaaz, like many organizations of the world, has hugely benefited from having gender diversity. Moreover, having women in leadership positions i.e. at the Board and senior management level is especially helpful for inculcating a culture of inclusivity, respect and innovation. Since both men and women bring diverse viewpoints, this enables Karandaaz to look at a problem from various angles ultimately leading to superior performance at the entity level. We also think that the healthy gender distribution is key factor for an open and empowering and respectful culture which is at the basis of Karandaaz values and ethos.

Additionally, Karandaaz has undertaken women focused programs such as the women entrepreneurship Challenge which recognizes financial institutions' reluctance for developing a sustainable strategy to address this significant market gap. We also implemented market scoping exercises involving female entrepreneurs which revealed that unfavorable business and regulatory environments, coupled with societal and cultural barriers, lack of networks, knowledge and links to high-value markets impeded access to finance for women-led and managed businesses.

Highest in Gender Diversity at C-Suite

AMIR PARACHA

Chairman and CEO

UNILEVER PAKISTAN



Amir Paracha is the Chairman and Chief Executive Officer of Unilever Pakistan Limited. He joined the Board on 1st February 2020.

He joined Unilever Pakistan in 2000 and has held various senior management positions in Pakistan and North Africa Middle East cluster over his 20 years with the Company. Prior to taking over as the CEO, in his role as VP Customer Development, he helped deliver solid results and maintained a strong growth mindset, successfully inspiring a transformative vision for the future.

Amir continues to actively experiment with disruptive business models and has championed inclusion across the Unilever ecosystem in Pakistan.

Amir began his career at the Royal Dutch Shell Oil company in July 1996 and has done his Masters in Business Administration from the Institute of Business Administration.

What are the key interventions you have implemented in 2019 to increase gender representation in your organization?

We have introduced 6 months maternity leave for contractual employees, other than that we have also introduced 2 weeks of paternity leave for all.

Our transgender agenda was launched this year, over 1000+ employees were sensitized and then trans- hiring was initiated at head office, with 20 people now in our value chain.

On our Persons with Disability inclusion agenda, has been scaled up further with a partnership with Telenor, the Open Mind portal has been launched and we are now at 50+

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DIVERSITY AND INCLUSION -2019



INTERNAL



- 6-MONTH MATERNITY LEAVE FOR WC FEMALE CONTRACTUAL
- 3 WEEKS PATERNITY LEAVE FOR ALL WC MALE CONTRACTUAL
- INTERNATIONAL WOMEN'S DAY

DISABILITY INCLUSION



- UNILEVER-TELENOR PARTNERSHIP
- PAKISTAN'S FIRST EVER JOB PORTAL FOR PWD

TRANS INCLUSION



- STRATEGIC PARTNERSHIP WITH AKHUWATUP & GIA
- SENSITIZATION TRAINING COVERAGE OF 1000+ EMPLOYEES
- REVISED SOP FOR TG HIRING

EXTERNAL



- OICCI WOMEN EMPOWERMENT AWARD WINNER 2ND YEAR IN A ROW
- OICCI WHITE PAPER DRAFT SUBMISSION

BETTER EMPLOYEE EXPERIENCES EVERYDAY



differently abled hiring within our value chain, including office and field.

We worked with the Overseas Investors Chamber on the white paper.

What are the key drivers behind achieving high gender diversity?

- We live in a world which wants hyper personalisation and we cannot achieve innovation in our results when only one style of thought is adopted

- How can we justify the denial of equal opportunities to half the population – we need to take bold steps to be more inclusive, including changing the way things operate to accommodate women/differently abled and transgender employees, if we can provide benefits as simple as washrooms, daycares, nursing rooms, harassment free working spaces, flexible timings and we see that it reflects well in our culture and our results, then we need to embrace what is going to be an inevitable change.

- The private sector, civil sector and now the public sector are realising the value and need for inclusion not just for women but also the third gender, we are now working on the transgender agenda and including people with different abilities

- As global companies, or through forums such as the OICCI we can also bring an industry wide shift and with initiatives such as OICCI Women, we are helping drive changes

- Changes in the family system are also needed – professional and personal attitudes both need to change to enable women to work well and succeed

- Concepts such as mentoring and coaching have been introduced and are being pushed

What are the tangible and intangible benefits of achieving gender diversity for your organization and the society?

- The world is fast changing and no one has time or tolerance for outdated mindsets and ideas

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anymore – we cannot give our biggest decision makers, consumers and employees the opportunity to shift away from our companies because we did not shift away from stereotypes.

- Inclusion transforms culture.

- It is not about the polite way to do things or be politically correct – it is a business case and the fact that our consumers are diverse, we need women involved in the decision making for women consumers. Diversity has quantifiable advantages, we see rise in creativity, openness to new ways of working and change in the status quo with women, and now differently abled and

trans-employees.

- We have over 30% female managers, but we are gearing for a 50/50 target globally and locally – and we want this to be a change that is embraced with sincerity.

The benefits are convincing the non-believers and encouraging the advocates – our male employees are not resisting this process they are enabling it as the results convince them to support what is right.

FATHEMA ZUBERI

HR Director

UNILEVER PAKISTAN



Fathema Zuberi is the HR Director for Unilever Pakistan. Prior to joining Unilever, Fathema worked at ICI Pakistan Limited where she had joined as a Management Trainee and held multiple roles both in HR and Commercial functions during her tenure of over 20 years. Fathema is also a Board Member at the Pakistan Society for Human Resource Management as well as Pakistan Society for Training and Development.

Highest in Gender Diversity at C-Suite



Mr. Qazi Azmat Isa

**Chief Executive Officer
Pakistan Poverty Alleviation Fund**

Qazi Azmat Isa has 30 years of experience in the development sector. He is CEO of Pakistan Poverty Alleviation Fund, the lead apex institution for community-driven development in Pakistan.

Qazi Azmat Isa has a passionate commitment to improve the lives of poor and marginalized people across Pakistan. This commitment is tempered by a healthy pragmatism emanating from a diverse and cross-sectoral work experience and close contacts with government (federal and provincial) NGO's, Donors (Multilateral and Bilateral) and communities. This background has provided Mr. Qazi Azmat Isa with a deep insight of the issues in development and has enabled him wherever he has worked to forge genuine partnerships between all key players in the development process and delivering results for the deprived and underprivileged.

Previously Mr. Isa was with the World Bank working in the rural and social sectors. Posted in Afghanistan he managed the largest community driven development programme in the country and initiated a nationwide rural enterprise programme. Before that he headed a large NGO in Balochistan. Currently he is a member of Poverty Alleviation Coordination Council and Ehsaas Core Implementation Committee, Ehsaas is a flagship programme of PM Imran Khan's government. He also serves on several boards including Pakistan Microfinance Investment Company Limited and Benazir Income Support Programme; the premier safety net programme in Pakistan.



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Please describe key interventions you have implemented in 2019 to increase gender representation in your organization?

PPAF has undertaken measures that ensure equity and women's representation within the organization, across programmatic dimensions and in the partners and communities we work with. PPAF continuously sensitizes staff on core gender concepts and perceptions by regularly engaging with individuals and groups around the themes of equity and inclusion to foster a shared vision for PPAF.

PPAF's Gender Committee creates an enabling socio-economic environment that values and promotes inclusion, equity, and empowerment, ensuring that everybody in PPAF takes a gender equity perspective into account in all planning, processes, policies, decision-making, projects, strategies and programmes, to eradicate gender inequality. It supports PPAF in mainstreaming the concept and practice of gender equity in all its internal and external work. It is dedicated to changing knowledge, attitudes and practices around equity and inclusion within PPAF, its partner organizations and the communities we serve.

In 2019, PPAF organized a National Women's Jamboree where women community leaders from across Pakistan were invited to Islamabad to narrate their stories of resilience and determination and share their exemplary efforts and achievements with a diverse audience.

What are the key drivers behind achieving a high gender diversity?

PPAF has 31% women's representation across all tiers of the organisation, with inclusion beginning at the Board and extending through to the work at the community level. PPAF has the distinction of having women at all tiers of governance and management in the organizations.

Gender Mainstreaming requires a step-change in the management culture of an organization. Such change requires visible and sustained leadership and commitment from senior management, as well as the necessary resources, incentives, and accountability systems which PPAF managed to promise and deliver.

PPAF is an equal opportunity employer and inclusion is ensured and tracked in all HR processes with focused efforts to consistently attract, hire and retain the best talent. A safe, respectful work environment, capacity building and essential facilities, such as the day care for young children, are some of the elements that allow us to retain women in the workforce and maintain the high gender diversity within PPAF.

What are the tangible and intangible benefits of achieving gender diversity for your organization and the society?

At the community level, in our work we have seen that ensuring inclusion through placing mandates on community institutions results in poorer households and women participating in decision-making in their villages and allocating funding for different resources differently as women preferred to allocate money for drinking water, sanitation, health, schooling, and skills training while men had different preferences for electricity, solar power, watercourses, and roads.

The country's gender gaps can only be met with a conscious mandate of inclusion, and in the active participation and leadership of women within the organization, through its partner organizations and in the communities PPAF works. Achieving gender equality and realizing the human rights, dignity and capabilities of women is a requirement of justice and sustainability.

According to McKinsey, if the "gender gap" is closed to the full potential, up to 28 trillion dollars could be added to the global GDP growth by 2025. Research supports that diverse teams make better business decisions, prioritize different things and make different choices. With diverse teams, we connect better with our communities, communicate better with them and cater to their needs. Inclusive work cultures have lower employee churn rates, higher job satisfaction and higher productivity.

Highest in Gender Diversity at Entry Level



Ms. Roshaneh Zafar

Managing Director

Ms. Zafar is the founder and managing director of Kashf Foundation. She worked with the World Bank in Islamabad in the Water and Sanitation department for several years prior to setting up the Foundation. Ms. Zafar was one of the first Ashoka Fellows in Pakistan and has been a Schwab Foundation Social Entrepreneur since 2004. Ms. Zafar has also been awarded the Tamgha-e-Imtiaz, one of Pakistan's highest civilian awards, by the President of Pakistan for her work in the field of development and women's empowerment and was also awarded the Skoll Award for Social Entrepreneurship in 2007 and the Vital Voices award for Economic Empowerment in 2010. She is also serving as a member of the Prime Minister's Taskforce on Austerity and Federal Government restructuring, and sits on the board of several institutions including the Finca Microfinance Bank, the Punjab Board of Investment and Trade, the Punjab Social Protection Board and Kaarvaan Crafts. Ms. Zafar is a graduate of the Wharton Business School, University of Pennsylvania, USA and also holds a Master's degree in Development Economics from Yale University, USA



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Mr. **Mueen Afzal**

Head of Human Resources

Mr. Mueen Afzal is a Chartered Accountant by profession and has overall 15 years of professional experience with renowned organizations including Riaz Ahmad (an audit firm), Crescent Investment Bank and Kashf Foundation. His diverse and enriched background of financial sector organizations makes him result oriented and creative. He has introduced and implemented best practices of compensation and benefits at the Foundation including achieving a 50% gender ratio across all tiers. Currently he is leading the HR department as Head of HR at Kashf Foundation.



Please describe key interventions you have implemented in 2019 to increase gender representation in your organization?

Aligned to Kashf's mission of women empowerment, Kashf has demonstrated gender inclusion and diversity with respect to its workforce.

Some salient policies in place for gender mainstreaming and diversity management include equal opportunity recruitment. Once an employee becomes a permanent member of the workforce there are multiple programs to help address life-cycle changes- a noticeable initiative in this regard for women is the "Not without my mother in law" program where prospective in laws of a Kashf female staff members are provided orientation to the institution along with the counseling that is provided to staff on how to manage new demands that will emerge as they embark on a new phase in

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their lives. Additionally, Kashf is one of the first institutions in Pakistan to offer paternity leave to allow fathers down time with their newborns. Kashf offers a day-care facility at its Head Office and all individual branches. To ensure equity in leadership positions, Kashf has a comprehensive gender responsive training program in order to pipeline staff for internal promotions. Preventing the glass ceiling for women employees is another important area which is reviewed annually through the performance management system in order to remove inherent assessment biases. One of the key environmental constraints for women in the long run is access to transport. To address mobility constraints, Kashf has also started a female motor bike/ scooty scheme by offering interest free loans to female staff; this is again a first, as it will encourage women to use a cheaper form of transport which is hitherto denied to them as it is not considered culturally appropriate.

What are the key drivers behind achieving a high gender diversity?

We at Kashf completely believe in gender diversity. We have a strong stance of maintain gender diversity hence we start this from the grass root level and take it right up to the top tiers. Overall staff base with greater gender diversity tends to perform better than that dominated by one gender. We also ensure that we build an inclusive workplace where there are equal opportunities for all regardless of gender, race, creed or any difference. For this purpose, we proactively maintain a diverse pipeline irrespective of the nature of work and we consider both genders for any position available. We also provide ongoing training to create a mindset where gender diversity is of utmost importance and to ensure we constantly conduct sessions for our staff to create awareness in regards to importance of gender diversity. Also in any of our interview panel, we ensure that the panel comprises of both males and female so that we are able to avoid any gender biases during the hiring process. We implement a fair and merit based compensation of practices with no gender discrimination.

What are the tangible and intangible benefits of achieving gender diversity for your organization and the society?

The intangible benefits for organization and society includes empowering women means empowering household. Giving females economic independence has a positive impact on society as a whole which is driven from our core mission and vision. Women tend to spend more of household funds while securing their family future hence we focus on how our female staff creates a positive impact on the day to day household operations. We see a significant increase in self-confidence of our female staff with better decision making at all levels.

Achieving gender diversity within organizations brings multiple benefits to companies, including an overall increase in business performance, number of customers, revenues and profits.



Editor: Syeda Rida

This magazine is composed, edited and proof-read by Syeda Rida. She is currently doing her BSc Business Administration in Human Resource Management from Royal Holloway, University of London. In the past, Rida has also published different editions of HR Magazine. She has expertise in HR Analytics and is facilitating the community to understand data analytics. Among her favorite pursuits, are painting, reading and hiking.

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