

WORKFORCE tomorrow

14TH EDITION - MAY 2022

"I believe everybody deserves the opportunity to flourish and be accepted, but, too often, these opportunities for people to thrive don't exist evenly. DEI is necessary to make everyone feel like they belong and have an equal chance at success."

**AHSAN
ZAFAR SYED**

CEO
Engro Energy Limited



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CEO's Message



ZAHID MUBARIK

SHRM-SCP, SPHRi, GPHR

2021 also was a year of dramatic change and disruption. The world faced multiple layers of growing inequality and geopolitical fragmentation hence need for social justice was felt more than ever. Bold actions were needed to communicate to all stakeholders how organizations can address discrimination, inequity, and exclusion.

While people are grappling with the consequences of post COVID physical, social, and psychological trauma: an amazing development of the year was the release of COVID response Global DEI Benchmarks Standards, bringing equity at the heart of diversity and inclusion.

Using the GDEIB equips you to take bold actions and make a world of difference. Good part of Pakistan' business industry is that DEI is moving from a tactical to strategic function. Investors, shareholders, regulators and business leaders have started feeling the urgency of improving inclusion in governance and operations.

GDEIB Standards help creating more equitable and better functioning organizations, confronting racism, sexism, and all forms of domination. These standards cultivate trust, acceptance, physical and psychological safety, lead inclusively, respond with agility, and thrive though disruption, promote wellness and self-care as ingredients for lasting change and contribute to creating a sustainable world.

GDEIB awards is a mechanism to recognize and appreciate future focused organizations who align their DEI programs with organizational strategy for sustainable outcomes. 28 companies in Pakistan took advantage of this opportunity. I congratulate all winners and hope that more organizations will transform to Global DEI Standards to make this world better.

CEO HR Metrics

President SHRM Forum Pakistan

Chair HR Standards Committee Pakistan

Member of the Board, The Centre for Global Inclusion USA

Member ESG Task Force, Pakistan Stock Exchange

Member Technical Committee 260 HR Metrics Standards ISO Geneva

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GDEIB awards is a mechanism to recognize and appreciate future focused organizations who align their DEI programs with organizational strategy for sustainable outcomes.

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Ahsan Zafar Syed



Ahsan Zafar Syed is the CEO of Engro Energy Limited – one of the leading energy companies in Pakistan and a subsidiary of Engro Corporation. As the CEO he looks after various entities which include Engro Powergen Qadirpur Limited; Engro Powergen Thar Limited; Sindh Engro Coal Mining Company; and Engro Energy Services Limited.

Ahsan is a graduate of NED where he studied Mechanical Engineering and then pursued his post-graduate degree in USA. As a proud alumnus of NED, Ahsan has close to three decades of managing and leading multi-billion dollar, mega-scale projects such as the fertilizer expansion project of Engro Fertilizers, setting up of Pakistan's largest rice processing facility in Muridke and most recently establishing the CPEC-endorsed multi-billion dollar Thar power and mining projects – which have successfully unearthed Pakistan's large coal reserves in Thar and produced electricity through Pakistan's own fuel source.

Widely respected within the corporate sector as a project guru, Ahsan is a forward-thinker who believes that together we need to champion the agenda of DE&I. He believes that gender diversity is actually the key to unlocking the true potential of Pakistan and continues to lead affirmative action for women empowerment inside and outside his organization.

I believe that at Engro Energy, we are in constant pursuit to grow and embrace diversity & inclusion in its various forms. Throughout my professional journey, I have had the opportunity to work with diverse groups of talented people who have positioned Engro as a leading entity in the country's corporate world. In my personal interactions with these people from various backgrounds I have had rich interactions, experiences, observations, and perspectives which have helped me sail through and achieve various milestones for Engro.

In the present day, as the CEO of Engro Energy, I along with my team have ensured these learnings and insights are taken into consideration while aligning our goals—and our actions—around hiring, promotions and advancement, wage equality, and retention among our initiatives, so we attain the Diversity, Equity, and Inclusion (DEI) benchmarks for the world to see. Beyond words and statements, I'm delighted that Engro Energy has embraced DEI as a value system which has been inculcated in the team as well. Our efforts are garnering recognition, too, as in the recently held prestigious Global Diversity and Inclusion Benchmarks (GDEIB) Awards 2021 where we secured 12 awards in different categories.

I believe everybody deserves the opportunity to flourish and be accepted, but, too often, these opportunities for people to thrive don't exist evenly. DEI is necessary to make everyone feel like they belong and have an equal chance at success. Our initiatives like Break Ke Baad 2.0; ENable All 2.0; and Enablers 2.0 are a few highlights of how we are making Engro Energy more inclusive for those otherwise on the fringes. Having said this I also believe that we need to have a lot more conversations and much more affirmative action in advancing the DE&I agenda; and at Engro Energy, we will continue to champion DEI in Pakistan's corporate sector.

Chief Executive Officer
Engro Energy Limited



Ahsan Zafar Syed

CEO
Engro Energy Limited

What are high level reasons for practicing DEI?

Engro has always remained committed to building a progressive, diverse, and inclusive environment where people from all backgrounds are valued, engaged, and do their best work, ultimately contributing to our premiere performance – both in terms of growth and operational excellence.

With more than half the world's population, including that of Pakistan consisting of females, there is no doubt about the importance of promoting and facilitating the role of females in all sectors of Pakistan including that of the energy sector.

There is a strong economic case for diversity and inclusion. A recent study was conducted by Mckinsey on how companies with gender diverse board of directors outperformed companies with male-only executive boards in terms of profitability and overall performance. **Companies with more culturally and ethnically diverse executive teams were 33% more likely to see better-than-average profits. At the board of directors, level, more ethnically and culturally diverse companies were 43% more likely to see above-average profits**, showing a significant correlation between diversity and performance. Studies like these fueled the Securities Exchange Commission of Pakistan's directive that every listed company on the stock exchange must have at least one female board member.

What key initiatives are in the pipeline?

At Engro Energy each year we demonstrate our commitment to the DE&I agenda by focusing on programs that help increase participation of women in the workforce. Last year we initiated a group-wide returnship program for females who had taken a career break to join back the workforce full time. We received a strong response and 11 females were inducted into various roles throughout the group. This initiative called 'Break Ke Baad' will be relaunched this year to ensure that we continue to facilitate more women as we forge ahead.

Another initiative called STEM SQUAD has been launched which is a scholarship opportunity for females in STEM to celebrate the International Day of Women in Science. This program is in collaboration with NED, IBA Karachi & IBA Sukkur. The program is only applicable to females, trans-individuals and PWDs who are females or trans-individuals. STEM SQUAD is the first of its kind and one of the most important initiatives in Pakistan. We plan on choosing these candidates based on merit & their extracurricular achievements to create a greater candidate pool for our future recruitment drives. We will be granting 6 scholarships under the STEM SQUAD program this year and we plan on inducting the scholars to our workforce post-graduation as employees in technical fields.

We will also be launching Enablers 2.0 this year which is a 1-year long traineeship program for females looking for an opportunity to be a part of an accelerated & challenging experience at Engro plants. The program is designed in a way to train the females to work in multiple roles at plant sites and help inculcate leadership skills in them. In 2021, we hired nine females under this program and the aim is to increase the number in the year 2022.

Additionally, we will also continue with our PWDs internship program under the name of Enable All to facilitate the hiring of people with different abilities as internees at the Engro Energy office. The aim of this internship was to provide opportunities to deserving individuals while also ensuring our workforce is sensitized towards working with diverse employees. All our plants, site and Head Office are fully accessible, and the aim is to take this program further this year.

What all social, business and financial indicators you use to measure impact of DEI?

We set our advancement goals each year and compare the statistics to the previous years which tell us how we're improving and what improvements we've achieved so far. For instance, there has been a substantial change in the number of females and PwDs if we compare it to the numbers we had three years ago.

Additionally, we conduct DE&I surveys to assess a pulse check of our organization on different initiatives. Based on these surveys, we create an action plan of all the improvements that are required. After this we conduct another survey to assess how those changes are being perceived overall.

We also keep a watch on the number of employees participating in our Employee Resource Groups (ERGs). Another way we measure the success of our DEI agenda is by looking at the budgetary commitments we have earmarked for our DEI initiatives which has registered an increase on a year-on-year basis.



Atif Bajwa

CEO
Bank Alfalah

Our Strategy & Initiatives

Bank Alfalah aspires to become the employer of choice and a best place to work and to ensure that we have a very strong focus on building and sustaining a caring culture that leads to people happiness. We promote a culture where we Inspire & Empower our people. A culture where we provide them with a safe, secure and inclusive environment. A culture where Exceptional Employee Experience is promoted and where people are given opportunities to develop and grow.

Why Diversity & Inclusion at Bank Alfalah

At Bank Alfalah we strongly believe that Diversity & Inclusion are essential for businesses. Organisations that are progressive in their Diversity & Inclusion practices are more innovative, they attract better talent with different skills, have happier employees, have increased productivity & happier customers and we see this happening in Bank Alfalah. Hence conscious efforts at Bank Alfalah to ensure diverse and inclusive people and practices.

Focus on Diversity & Inclusion & Measurement

Some of the most successful initiatives under Diversity & Inclusion strategy, that have won us awards and have been recognized and appreciated by accredited bodies externally are:

- **Our Recruitment Efforts: Creating specific job families** like Service Ambassadors, Women Champions and exploring other job families like our Call Centers, Counter Service Officers, Customer Relationship officers where we can hire the diverse workforce like women and PWDs.
- In addition, we have ensured that women are given roles across the different groups/department and across Pakistan so we now have women working in every group and department and in every province of Pakistan. In 2012 we had **1 Branch Manager** and **today we have about 70 Branch Managers** and some of them are our Top Branch Managers leading our most valuable branches.
- We have ensured that we have women working at all levels and we are proud that about **4% of our women are in senior management/directorial roles** including **2 women in C-Suite Level roles** and one of them leads our Branch Banking Network that employees 65 % of our population.
- Our strategy ensures that consistent **opportunities to learn and grow** within the organisations are provided to the women and other diverse colleagues and they are empowered with skills to succeed in their roles. We have Career paths for them mapped to ensure they are able to see and follow a career at Bank Alfalah.

Our D&I Friendly/Specific Policies & Benefits

To ensure that our women feel valued and taken care of we have and continue to implement policies and initiatives that are best in the industry for example:

- Our **Maternity Leave is extended for 6 months** and during this time we ensure we support them through **our staying in touch programme**.
- We also provide them with a **Child-Care Allowance** on return for them to be able to **hire help** for the new born while they are at work.
- Our **Medical Policy also facilitates medical for parents** so any women supporting her family can also afford the parents medical expenses over and above being the bread earner.
- We also have a paid **Iddat leave** for women who have had any tragic episode that leads to them in iddat.
- We have a robust and zero-tolerant **Anti- Harassment Policy** that ensures a safe and respectful environment. A **Workplace Harassment Inquiry Committee** comprising of senior leadership ensures fair evaluation of any harassment episode that is identified or brought to light
- To consistently monitor and ensure **Equality in pay-scales** and other benefits and rewards.
- Conscious but merit based **promotions of Women** in our appraisal process.

There is large list of other initiatives over and above the ones I have mentioned. There is a lot in the pipeline like a

- Welcome Back Programme for women who have taken breaks,
- Celebrating Inspirational Stories with their families,
- Special Internship Opportunities for people with disabilities,
- Sponsorship Programme for Women that tag them to executive level mentors for coaching and development.

Just to name a few.

To have an innovative, sustainable, inclusive and customer centric business we will continue to have a focus on Diversity & Inclusion and will continue to create an environment and employee experiences that will inspire people to work for Bank Alfalah.



Muhammad Aurangzeb

*President & CEO
Habib Bank Limited*

What are high level reasons for practicing DEI?

In the world today, the subject of diversity, equity and inclusion (DEI) is at the forefront of every organization. DEI is an aspect which impacts the future of corporate culture and effective talent management. It enables consideration of diverse viewpoints from the top-down and promotes women in Pakistan by giving them an opportunity to have their voices heard in the workplace and beyond. By focusing on including females into the workplace, we also tap into a large talent base from which to hire from. For these reasons, HBL has been focused on its DEI journey, evolution, and growth, in line with State Bank of Pakistan guidelines, for over a decade now. HBL, having the largest banking network in Pakistan, strives to place itself at the forefront of the DEI agenda with over 3,500 female staff.

HBL officially established a mandate to drive the DEI program and include it within its processes with respect to: female hiring, career development, retention, female friendly policies, and platforms. HBL takes a top-down approach, whereby its Executive committee as well as its Extended Leadership Team members are required to drive the gender diversity mandate as part of their annual objectives.

HBL formed a Diversity Council (with 44% female representation) in 2018 which is mandated to drive HBL's gender diversity strategy. The Diversity Council consists of senior executives and meets quarterly as a dedicated platform for steering HBL's DEI vision and ensuring that it is cascaded through the Bank. HBL aims to be the employer of choice for existing and prospective female employees, as this will not only bring equality in the balance of genders at the work front, but also propagate more diverse and inclusive ideas and concepts. This will, in turn, attract more women clients to the bank, resulting in greater female financial inclusion and thus a bigger impact on the economy.

A decade ago, HBL's female employee ratio was 8%. In the last five years, HBL with its presence all over Pakistan through 1,650+ branches and presence in major trade zones across the world, its diversity ratio has increased steadily from 11% to the current 19.8%, with an aspiration to reach 25% by 2025.

As part of the DEI agenda, another focus area has been the hiring, developing and retaining Persons with Disabilities (PWD).

What key initiatives are in pipeline/ What all social, business and financial indicators you use to measure impact of DEI?

DEI Training and Engagement at HBL

HBL works in collaboration with IFC, CDC, PBC, HR Metrics, Mercer Group, McKinsey and is a member of the Global Financial Alliance for Women (FAFW). Through these collaborations, HBL has conducted numerous DEI trainings and has been part of case studies and impact assessment through evaluation of its DEI initiatives. The Bank, through its senior management has showcased its progress on DEI at various global and local panels on female financial inclusion gender diversity, anti-harassment and inclusivity. HBL has also launched several initiatives for bank staff including a 'Flexible Working Policy' which includes provisions for part time, flexi hours, compressed work week, work from home and other facilities to facilitate largely its female staff. HBL works on delivering health awareness and 24/7 medical consultations and a flagship Employee Assistance Program (EAP) which was introduced during the pandemic as a way of improving employees' mental health and wellbeing through counselling services and workshops.

Inclusion of People with Disabilities (PWDs)

HBL holds Disability Inclusion extremely close to its philosophy and continues to focus on this area. This ongoing initiative includes hiring PWDs in different roles across the Bank, including a batch of 22 Cash Officers in 2021, introducing a mandatory e-learning module for all 17,000+ staff on raising awareness of how to engage with PWDs, sensitization sessions for staff across the Bank to enhance inclusion, and improving accessibility of branches (in terms of ramps, braille stationery, talking ATMs etc). The momentum has been maintained with the launch of a focused Internship Program, continual workforce inclusion, development of an e-learning module and design / execution of an organization-wide communication campaign titled 'Together We Are Strong'.

Nisa - Female Centric Offering

HBL also spearheaded the launch of a completely 'woman centric' product called HBL Nisa. This is a comprehensive product suite that includes not only transactional accounts but consumer products, commercial loans, and insurance and wealth services, all geared towards providing women financial independence & security. HBL proudly serves approximately 3.5 million women clients, which includes 750,000 accounts falling under HBL Nisa. Additionally, HBL Nisa has female touch points at over 1,000 of its branches, to ensure it remains accessible for all. This program has been recognized internationally at various forums as one of the most successful models of women-centric programs and continues to garner accolades both at home and abroad.

HBL and DEI in the community

HBL has partnered with public and private sector all-women universities, like Fatima Jinnah Woman University, Rawalpindi and Lahore College for Women to collaborate on curriculum development, faculty capacity building, mentorship programs, internships and recruitment. HBL has also tapped into financial empowerment through financial literacy/entrepreneurial assistance by sponsoring She Loves Tech - the world's largest startup competition which gives female entrepreneurs a chance to pitch their startups, get access to mentors and take their startup to the next level. The competition currently operates in 30 different locations, including Canada, Singapore, and Germany. The She Loves Tech goal in Pakistan is to reach and inspire 25,000 young women through pitches, panels, inspiring talks, digital boot camps, and workshops specially designed for them.

Empowering Women Through HBL Konnect

Being a bank for the masses, HBL strongly believes that leveraging technology to digitize the flow of money across individuals, institutions and businesses is a necessary step in client acquisition, servicing and truly achieving its financial inclusion agenda. 'Konnect by HBL' is a banking experience outside the branch network delivering financial services in the most convenient and efficient way by using agents and mobile wallets. As of 2021, there were more than 7.1 Mn Konnect clients, of which 24 % are women, and 2.3 million Konnect app users who operate the entire service menu without any human interaction. HBL has been a leading partner for Government of Pakistan (GoP) in the disbursal of social safety net payments. Under the Ehsaas Kifalat program, Konnect by HBL assists in disbursing payments to over 4 million women across the country in 2021 via its agent and branch / ATM networks. The Ehsaas Emergency Cash program, launched by the government to support the daily wagers whose livelihoods were impacted due to COVID-19 lockdowns in 2020, was the largest social safety net initiative in Pakistan and South Asia's history. The bank mobilized its resources to deploy over 7,000 touch points and relief camps nationwide in addition to its 1,650+ branch network. With this the Bank was able to ensure that over 12 million families received PKR 175 billion. Focusing on DEI has enabled HBL to empower its female employees and assisted in female retention to a very large extent. HBL strongly believes that furthering diversity, equity, and inclusion will benefit the culture of the organization, provide employment opportunities for an untapped talent market of females in Pakistan along with supporting the agenda of financial inclusion. With this mission in view, HR policies have been revised to support this agenda and position HBL as the employer and bank of choice for females all over Pakistan.

Dr Chaudhry Faisal Mushtaq TI

CEO
The Millennium Universal College

What are the Strategic Reasons for Practicing DEI?

The Millennium Universal College is an institution of higher learning dedicated to providing innovative, undergraduates, postgraduates, and professional education. By bringing a range of international qualifications home, TMUC aspires to be recognized as the leading institution for borderless education. Committed to providing opportunities to exceed local stream of education to the youth of Pakistan.

TMUC fosters a culture of teaching and learning excellence, academic achievements, discovery & learning entrepreneurship, which promotes personal, professional & career development for Human Resource. It stands for leadership and excellence in every activity it is involved in, it is an oasis of calm with serene surroundings, providing the ideal environment for the best and brightest students to interact with superb and highly qualified faculty who open new vistas of knowledge and serves as primary guide here. However, the HR department ask both our faculty members and our learner to meet and surpass the highest standards of academic excellence in the world. These learners and faculty are supported by a highly qualified and motivated administrative people.

What are the Key Initiatives in the Pipeline?

Tolerance, respect for diversity, uncompromising ethics, integrity, and respect, together with our patriotic principles of unity, faith, and discipline constitute the core values of every TMUC team member. It comes from different regions of the country, from vastly different social strata. Different ethnicities: a true representation of the beautiful mosaic of Pakistan united in our belief in core values.

The foundations of TMUC are celebrating, diversity, creativity, vitality & excellence. Through a socially inclusive approach to transnational and higher education we focus towards incorporating inclusion and diversity in the organization by focusing on attracting and retaining talent that is representative of the communities where we operate and through continuous professional and individual development of our staff across our campuses nationwide.

Indicator Used to Measure the Impact of DEI:

1. Recruitment and Retention which is Linked to strong diversity, equity, and inclusion.
2. Assess the effectiveness of DEI training for employees through Kirkpatrick Impact Analysis.
3. Introducing KPIs for Effective Performance Evaluation removing review bias.

To provide the systematic framework and procedures for resourcing of TMUC employees and leading to the best possible selection decision. However, to ensure the candidate with right knowledge, skills and abilities and other desired characteristics against each vacancy, diversity that different people can bring to the post, also to define and document a transparent recruitment process in the organization.

Forward thinking organizations across the globe are working towards developing a well-balanced narrative around diversity and inclusion in the workplace. There is a lot of pressure on universities today to be more diverse and inclusive not just in terms of race but also gender, age, ethnicity, social class, national origin, and more. Diversity for educational institutions means that the campus is viewed as a welcoming environment for anyone who wants to apply. Having an inclusive mission at an educational institution says something progressive and important about their campus that they value diversity and will allow their students to express themselves as they see fit.



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ANNUAL GLOBAL DIVERSITY, EQUITY & INCLUSION BENCHMARKS AWARDS 2021



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2021

Global Diversity, Equity & Inclusion Benchmarks Awards' Winners

GUESTS OF HONOUR



Amir Azeem Bajwa

Chairman
Pakistan Telecommunication
Authority (PTA)



Mark Stroh

US Consul General
Karachi



Engr. Rukhsana Zuberi

Member
Senate of Pakistan

Global DEI Benchmarks Awards

HR Metrics conducts annual GDEIB awards in which organizations are given the opportunity to disclose their diversity, equity, and inclusion accomplishments with a focus on social and economic impact on all stakeholders. Diversity Hub Pakistan formed a Jury for assessment of GDEIB awards comprising of leading global DEI experts including Lynda White, President Mcleod White, Montreal Canada, Nadia Younes, Global Head Employee Experience, Diversity and Well-Being, Zurich Insurance Company, Switzerland, Karen Francis PhD. Vice President and Chief Diversity, Equity, Inclusion Officer, American Institutes for Research, USA, Moneeza Usman Butt, Partner KPMG Taseer Hadi & Co, Pakistan, Saad Amanullah Khan, Chairman Pakistan Innovation Fund, and Ambreen Waheed, Founder Responsible Behavior Institute, Pakistan. Awards were assessed on merit-based scores on a scale of 1-5 including Best Practice, Progressive, Proactive, Reactive, and Inactive. Total 28 organizations have won the GDEIB awards. Global DEI Awards will be presented to winning organizations on 25 May 2022 at Marriott Karachi.



2021

Global Diversity, Equity & Inclusion Benchmarks Awards' Jury Members



Lynda White

President
McLeod White Montreal
Quebec, Canada



Nadia Younes

Global Head, Employee
Experience, Diversity & Wellbeing
Zurich Insurance Company Ltd.
Switzerland



Karen Francis

Vice President and Chief
Diversity, Equity & Inclusion Officer
American Institutes for Research
United States



Moneeza Usman Butt

Partner
KPMG Taseer Hadi & Co
Pakistan



Saad Amanullah Khan

Chairman
Pakistan Innovation Foundation
Pakistan



Ambreen Waheed

Founder & Pollinator
Responsible Behaviour Institute
Pakistan



Zahid Mubarik

SHRM-SCP, SPHRI, GPHR
CEO HR Metrics
Pakistan



AWARD LEVELS

Level 5

Best Practice

Demonstrating current
global best practices in DEI;
exemplary for other
organizations globally.

Level 4

Progressive

Implementing DEI
systemically and showing
improved results and
outcomes.

Level 3

Proactive

A clear awareness of
the value of DEI;
starting to implement
DEI systemically.

2020 Global Diversity & Inclusion Benchmarks Awards

GUESTS OF HONOUR



Sima Kamil

Deputy Governor
State Bank of Pakistan



Dr. Shamshad Akhtar

Former Governor
State Bank of Pakistan



Sadia Khan

Commissioner
Securities Exchange
Commission Pakistan (SECP)



Zaffar A. Khan

Former CEO
Engro Corporation

2020 AWARD WINNERS



2020 Global Diversity & Inclusion Benchmarks Awards' Winners

PICTURE GALLERY



Zahid Ali Mubarik
CEO HR Metrics



Sima Kamil
Deputy Governor SBP



Zaffar A. Khan
Former CEO Engro Corp



Dr. Shamshad Akhtar
Former Governor SBP



Sadia Khan
Commissioner, SECP



PPAF



Metro Pakistan



Engro Fertilizers



Faysal Bank



First MicroFinance Bank



U Microfinance Bank



Bank Alfalah



Allied Bank



HBL



JS Bank



Pakistan Tobacco Company



Engro Energy Ltd.



Nestlé Pakistan



Abacus



Khaadi

2020 Global Diversity & Inclusion Benchmarks Awards' Winners

PICTURE GALLERY



AGP Limited



Hashoo Foundation



Philip Morris Pakistan Ltd.



KFC Pakistan



PTCL



Engro Polymer & Chemicals



HRSG



ICI Pakistan Ltd.



Telenor Pakistan



The Millennium Education



TMUC



Aga Khan University



Standard Chartered



TAF Foundation



Guests of Honor



HR Metrics Team

2019 Global Diversity & Inclusion Benchmarks Awards

GUESTS OF HONOUR



Dr. Shamshad Akhtar

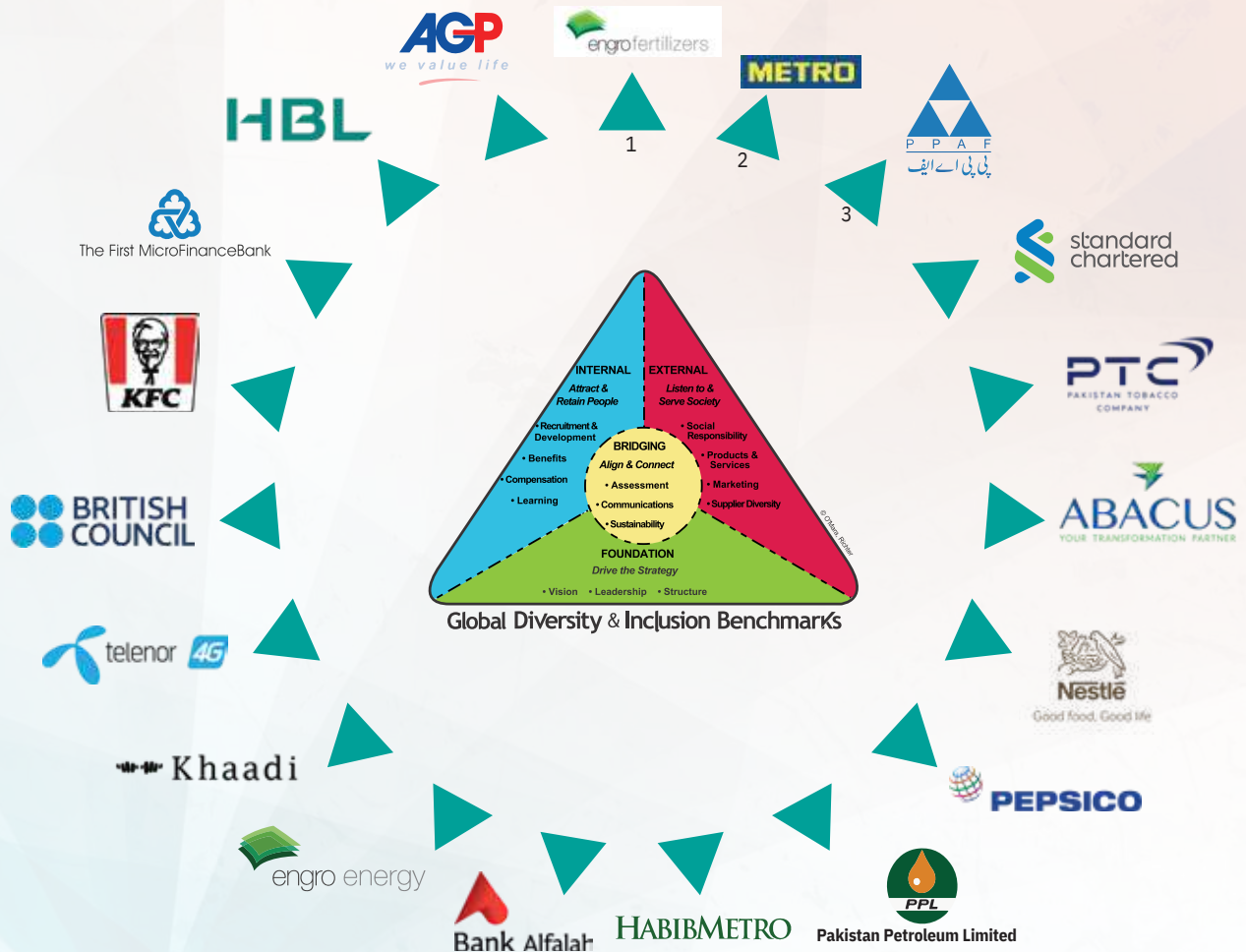
Former Governor
State Bank of Pakistan



Robert Silberstein

US Consul General
Karachi

2019 AWARD WINNERS



2019 Global Diversity & Inclusion Benchmarks Awards' Winners

PICTURE GALLERY



Dr. Shamshad Akhtar
Former Governor SBP



Robert Silberstein
US Consul General



Zahid Ali Mubarik
CEO HR Metrics



Zaffar A. Khan
Former CEO Engro



Qazi Azmat Isa
Chief Executive PPAF



Shazad Dada
President SCBPL



Usman Zahur
CEO PTC



Fatima Asad- Said
MD Abacus



Nadeem Ahmed
GM Engro Fertilizers



Nusrat Munshi
CEO AGP Limited



Amir Ramzan
CEO British Council Pakistan



Farwa Hasnain
Director HR Karandaz Pakistan



Fathema Zuberi
HR Director Unilever



Rahat Hussain
Manager PR Nestlé



Faisal Farooq
CHRO Khaadi



Mueen Afzal
Head HR KASHF Foundation



Nausheen Fatima
Regional Director Sales Telenor



Afzal Siddiqi
GM HR PPL



Raza Pirbhai
CEO KFC (Pakistan)



Asad Ali
Head HR HabibMetro Bank



Amir Khan
CEO FMFB



Jamal H. Shirazi
FM South PepsiCo



Saira Halai
GM HR HBL



Bushra Mazhar
Unit Head-Talent & OD Bank Alfalah

2019 Global Diversity & Inclusion Benchmarks Awards' Winners

PICTURE GALLERY



Zeshan Taj
VP HR Engro Energy Limited



Carol J. Ariano
CHRO The Aga Khan University



**Robert Silberstein &
Zaffar Khan**



**Zaffar Khan, Zahid Mubarik
& Shazad Dada**



GDIB Awards' Winners



GDIB Conference Photo

2018 Global Diversity & Inclusion Benchmarks Awards

GUEST OF HONOUR

2018 GDIB Conference



Kashmala Tariq

Federal Ombudsperson for Protection Against Harassment



2018 AWARD WINNERS



2017 Global Diversity & Inclusion Benchmarks Awards

GUEST OF HONOUR

2017 GDIB Conference



Roshan Khursheed Bharucha

Former Provincial Minister
& Senator Member
National Commission for
Human Development



2017 AWARD WINNERS



2016 Global Diversity & Inclusion Benchmarks Awards

GUEST OF HONOUR

2016 GDIB Conference



Marvi Memon

Member of the National Assembly of Pakistan



2016 AWARD WINNERS





2015

**Global Diversity &
Inclusion Benchmarks Awards**

2015 Foreign Diplomats Roundtable

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

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



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

Global DEI Training Program

Global Diversity, Equity & Inclusion Benchmarks (GDEIB) are the standards for organizations round the world. The GDEIB helps organizations determine strategy and measure progress in managing diversity and fostering inclusion. It is a free downloadable 80-page booklet that can be used by submitting the Permission Agreement. The GDEIB was written by its co-authors and The Centre's founding board members Julie O'Mara, Board Chair and President, Alan Richter, Ph.D., Treasurer, and 112 Expert Panelists. Among the 112 Expert Panelists is The Centre's third and final founding member, Nene Molefi, Secretary. The Centre for Global Inclusion is the home of GDEIB. 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 organization under 501c3 public charity focused.



Program Features

- ▶ This is a virtual program containing 15 modules, being offered in hybrid learning model.
- ▶ Program fee is US \$500 per participant. HR Metrics alumni, alumni referrals and GDEIB Award winning organizations can benefit from 50% discount.
- ▶ Participants will be given access to 15 recorded video sessions of Global DEI Benchmarks Standard by global experts. This access will be valid till 3 months.
- ▶ On completing the program, participants will get "GDEIB Training Certificate".



Why Diversity & Inclusion?

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

According to McKinsey & Company 2018 research, 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. This correlation shows a clear business case for diversity & Inclusion in organizational performance context.

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

To optimize organizational results, creativity, problem solving, talent management and engagement, operations and innovation, organizational leaders need to adopt inclusive approaches, management strategies and styles that incorporate different perspectives, cognitive, cultural and linguistic differences, and collaboration.

What is GDEIB?

Global Diversity, Equity & Inclusion Benchmarks (GDEIB) are the standards for organizations round the world. The GDEIB helps organizations determine strategy and measure progress in managing diversity and fostering inclusion. It is a free downloadable 80-page booklet that can be used by submitting the Permission Agreement. The GDEIB was written by its co-authors and The Centre's founding board members Julie O'Mara, Board Chair and President, Alan Richter, Ph.D., Treasurer, and 112 Expert Panelists. Among the 112 Expert Panelists is The Centre's third and final founding member, Nene Molefi, Secretary. The Centre for Global Inclusion is the home of GDEIB. 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 organization under 501c3 public charity focused. See www.centreforglobalinclusion.org



How GDEIB Supports Sustainable Development Goals 2030?

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 GDEIB 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

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



SDG 9: Industry, Motivation and Infrastructure

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



SDG 10: Reduce Inequalities

Reduce inequality within and among countries.



SDG 16: Peace, Justice and Strong institutions

Promote peaceful and inclusive societies for sustainable development, 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.

GDEIB Standards help creating more equitable and better functioning organizations, confronting racism, sexism, and all forms of oppression, cultivate trust, acceptance, physical and psychological safety, lead inclusively, respond with agility, and thrive through disruption, promote wellness and self-care as ingredients for lasting change and contribute to creating a sustainable world. GDEIB awards is a mechanism to recognize and encourage progressive organizations who use GDEIB standards to align D&I with organizational policies for sustainable financial and social performance.

Ultimate Benefits of GDEIB



Contribute to the greater good of society

- Create a world which is fair and just and respectful of individuals and their similarities and differences
- Create a world where everyone can sustain a high quality of life and enjoy peace and prosperity



Improving Organizational Performance

A well-designed and well-executed D&I strategy can help an organization:

- Achieve its organizational vision, mission, strategy and annual goals/objectives
- Attract and retain diverse talent
- Build strong and high-performing teams
- Cultivate leaders who inspire inclusion and champion diversity
- Leverage an extensive range of backgrounds and skills to enhance creativity, innovation and problem solving
- Increase engagement, motivation, and productivity
- Improve the quality of work/life integration
- Enhance the organization's reputation/brand as an employer of choice
- Minimize risk/exposure and ensure compliance with legal requirements
- Sustain an environment that treats people fairly



Usage in Organization

- To assess the current state of D&I
- Realize the depth, breadth, and integrated scope of D&I practices
- To set and stretch standards and agree on your desired state
- Determine strategy
- To determine short-term and long-term goals
- To engage employees
- To measure progress
- To assist in hiring D&I staff & consultants
- Measure progress in managing diversity and fostering inclusion



Dimensions of Diversity

GDEIB has 28 dimensions of diversity. Organizations have the flexibility to choose any dimension(s) according to their business or social needs.

Purpose of GDEIB

GDEIB awards is a mechanism to recognize and encourage organizations using Global standards to align D&I with organizational policies for sustainable financial and social performance.

	Age		Gender		Mental Health		Religion
	Appearance		Gender Identity and Expression		Nationality		Sex
	Belief system		Generation		Native or Indigenous Identify/Origins		Sexual Orientation
	Culture		Geography		Parental Status		Socio-economic status/Cast
	Disability		Job role and Function		Personality Type		Thinking Style
	Education		Language and Accent		Pregnancy		Work Experience
	Ethnicity		Marital Status		Race		Work Style



Age



Gender



Mental Health



Religion



Appearance



Gender Identity and Expression



Nationality



Sex



Belief system



Generation



Native or Indigenous Identify/Origins



Sexual Orientation



Culture



Geography



Parental Status



Socio-economic status/Cast



Disability



Job role and Function



Personality Type



Thinking Style



Education



Language and Accent



Pregnancy



Work Experience



Ethnicity



Marital Status



Race



Work Style

Categories of Awards

GDEIB Awards exist in 15 categories:

01

VISION, STRATEGY, AND BUSINESS IMPACT AWARD

Developing a strong rationale for DEI vision, mission, and strategy and align it to organizational goals.

02

LEADERSHIP AND ACCOUNTABILITY AWARD

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

03

DEI STRUCTURE AND IMPLEMENTATION AWARD

Providing visible, dedicated support and structure with authority and budget to effectively implement DEI.

04

RECRUITMENT AWARD

Ensuring that attraction, sourcing, and recruitment is done through the lens of DEI.

05

ADVANCEMENT AND RETENTION AWARD

Ensuring that DEI is integrated into talent development, performance management, advancement, and retention strategies.

06

JOB DESIGN, CLASSIFICATION, AND COMPENSATION AWARD

Ensuring that job design and classification are evaluated for bias and that compensation is equitable across key dimensions of diversity.

07

WORK-LIFE INTEGRATION, FLEXIBILITY, & BENEFITS AWARD

Achieving work-life integration, flexibility, and equitable benefits. Flexible work options are widely available and accessible.

08

ASSESSMENT, MEASUREMENT, AND RESEARCH AWARD

Ensuring that assessments, measurement, and research include a DEI lens.

09

DEI COMMUNICATIONS AWARD

Making communication clear, simple to understand, and a crucial force in achieving the organization's DEI goals.

10

DEI LEARNING AND DEVELOPMENT AWARD

Educating all to achieve a level of DEI competence and confidence needed to create a diverse, equitable, and inclusive organization.

11

CONNECTING DEI AND SUSTAINABILITY AWARD

Connecting the organization's DEI and Sustainability initiatives to increase the effectiveness of both.

12

COMMUNITY, GOVERNMENT RELATIONS & PHILANTHROPY AWARD

Being proactive in working with community, public and private partnerships, government, and society at large, & through philanthropy

13

SERVICES AND PRODUCTS DEVELOPMENT AWARD

Embedding DEI in services and products development to serve diverse customers and clients.

14

MARKETING AND CUSTOMER SERVICE AWARD

Integrating DEI into marketing and customer service.

15

RESPONSIBLE SOURCING AWARD

Practicing responsible and ethical sourcing. Develop and nurture underrepresented suppliers.



Global Diversity, Equity & Inclusion Benchmarks

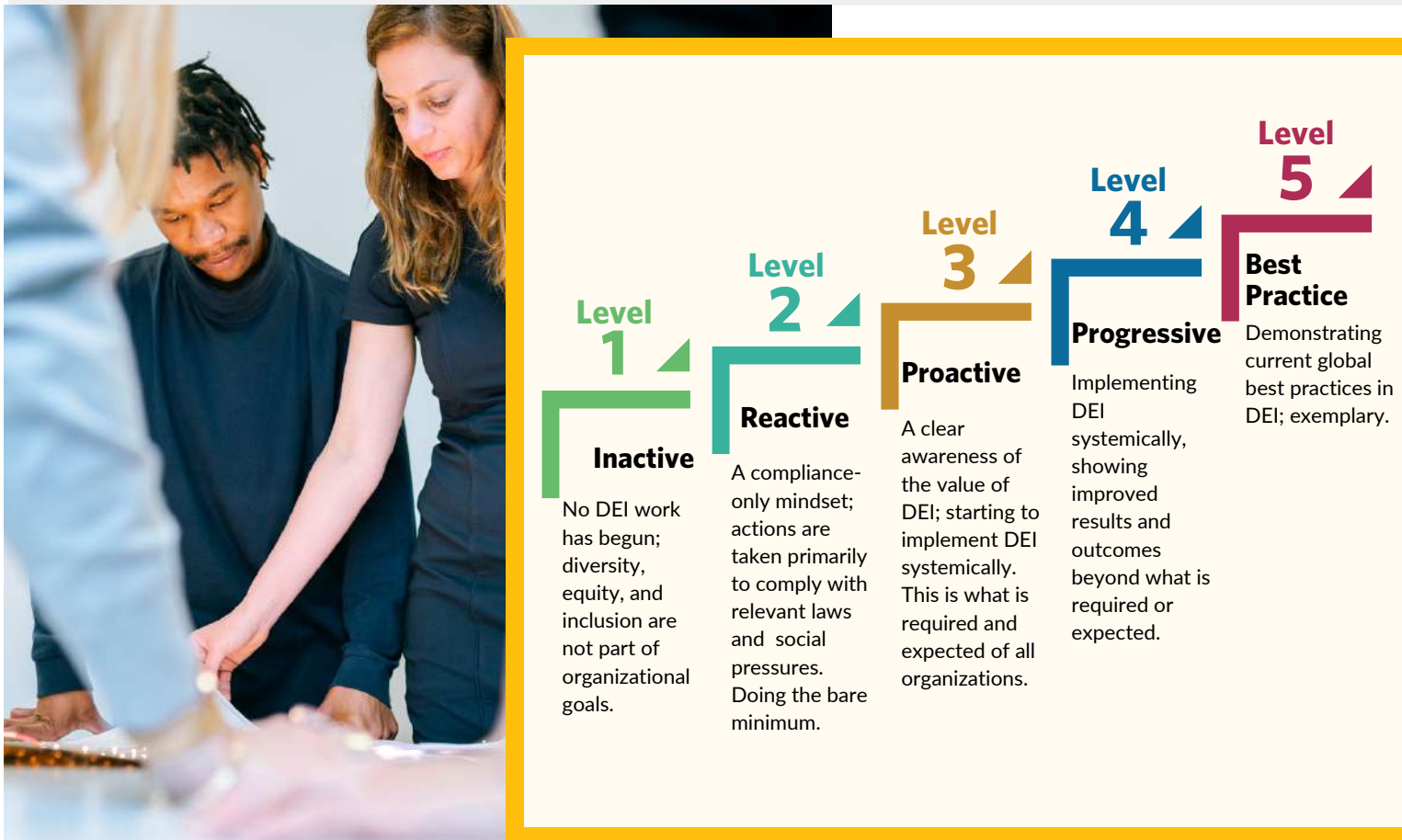


15 Takeaways for GDEIB Award Winners

1. High level of global validation and recognition for contributing towards Sustainable Development Goals.
2. Strong message to organizations' investors/donors that organization is diverse and inclusive in its strategy hence sustainable in long run.
3. National publicity through press release in the newspaper by HR Metrics.
4. International publicity through announcement in the newsletter by "The Centre for Global Inclusion" USA.
5. Presentation of GDEIB Award by a dignitary during prestigious ceremony.
6. Opportunity for speaking slot in the D&I annual conference at Karachi
7. Complimentary publication of success story in Workforce Tomorrow magazine
8. Opportunity to brand company products through discounted advertisement in magazine
9. Opportunity to record video in front of media wall for sharing with industry and 25,000+ social media followers.
10. GDEIB Award Winner badge for placement on their website.
11. Access to recorded sessions to learn GDEIB standard and success stories.
12. Opportunity to get D&I managers certified on GDEIB Standards.
13. Access to "Network of Inclusive Organizations" for experience sharing.
14. Complimentary invitations for CEO, CHRO and CDO for GDEIB Awards.
15. Discounted fee for participation in GDEIB Conference.

Levels of Awards

GDEIB standards provides 5 levels of DEI maturity in organizations. Awards are applicable to top 3 levels (Level 3, 4, 5 only).



2022 Global Diversity, Equity & Inclusion Benchmarks Awards' Timeline



GDEIB 2022 Awards Submission Process



1. Visit website of The Centre for Global Inclusion USA to download GDEIB user agreement at <https://centreforglobalinclusion.org/permission-agreement/> and send user agreement to jeanne.spahr@centreforglobalinclusion.org
2. Download GDEIB Standard at <https://centreforglobalinclusion.org/downloads/>
3. Download GDEIB Award Submission Form to fill it and send to info@thehrmetrics.com
4. GDEIB Award has 15 categories. Choose relevant categories for your submission.
 - Each category has 5 levels of readiness including INACTIVE, REACTIVE, PROACTIVE, PROGRESSIVE AND BEST PRACTICE. Awards are meant for top 3 levels (PROACTIVE, PROGRESSIVE, BEST PRACTICE).
 - **There is no award for INACTIVE and REACTIVE levels.**
 - To apply for Award, contesting organizations are required to self-evaluate their D&I practices in the light of GDEIB standards, select relevant categories and readiness level for each category.
 - An organization can apply for minimum one category and maximum 15 categories. To apply for any category, print the relevant category page from GDEIB Standard and tick the readiness level and applicable benchmarks.
 - To qualify for any level of award, an organization must comply with more than 50% of benchmarks in that level. If you are not sure about your organizational D&I readiness level then tick applicable benchmarks in all levels in that category. Jury will decide about your level of award.
5. Each category submission should be supported by a description (not exceeding 400 words). Evidence material including but not limited to extract from policy, procedure video, photograph, media clip, published article, Internal correspondence, case study or third party testimonial. Narrative should explain how you have executed GDEIB benchmarks. Narrative may be in MS Word or MS Power Point.
6. Your award submission should include following.
 - GDEIB Award Submission Form
 - Applied categories leaf from the GDEIB Standards duly ticked benchmarks
 - Supporting evidence

GDEIB 2022 Awards Submission Process

7. Jury will base the decision on the evidence provided by organization hence please make sure that evidence material should be sufficient to substantiate your claim that relevant category/level of GDEIB is being practiced by the organization.
8. Remember Jury will not ask for additional information. Any narrative without required evidences will not qualify for Award. Jury decision will be final, non-challenging, and binding for all.
9. Inform info@thehrmetrics.com regarding your submission. HR Metrics representative will create a folder on the Drop box and send you link to upload your award submission form along with supporting evidence material.
10. After uploading your Award Submission Form and supporting evidence, inform info@thehrmetrics.com and seek acknowledgement.
11. Diversity Hub maintains confidentiality of all information provided by the organizations however still if any organization is keen to sign “Confidentiality Agreement”, please send us copy to sign it.
12. Processing fee of GDEIB Awards 2022 is Rs. 75,000+GST per category. Processing fee is meant to cover following costs:
 - Event management and branding
 - Souvenirs for winner organizations
 - Food and refreshments
 - 3 Complimentary seats for awards participating organizations.
 - Publication of D&I success stories magazine.
13. Awards are decided on merit criteria by an independent jury. Payment of processing fee has no impact on awards decision.
14. Organizations participating in awards are not eligible to sponsor awards.
15. For any queries or clarifications contact info@thehrmetrics.com.



Annual Global Diversity, Equity & Inclusion Benchmarks

AWARDS 2021



BEST PRACTICE

WINNERS
SUCCESS
STORIES

resolve for a prosperous & sustainable Pakistan



12% yield increased and **30%** water saved on average annually due to farmer trainings



producing **4.3 GWh** of clean energy by solarizing **960+** telecom tower sites

planting & protecting **50,000 acres** of forest and **1,200+** acres of mangroves



first affiliate member from Pakistan to join **World Economic Forum's Global Plastics Action Partnership**

launching a waste collection pilot targeting **3,000 households**

building Pakistan's 1st hybrid renewable energy park: up to **400MW** powergen by early 2024 and potential of **1GW** before 2030

rehabilitating endangered **Indus Dolphins** across 500km of the Indus River



30,000+ students enrolled in our education facilities since 2018



386,460 patients treated in our health clinics



Contributing to Pakistan's growth and prosperity has been Engro's fundamental mission for over 5 decades. We, at Engro, renew our resolve each year to help solve some of Pakistan's most pressing issues. While our businesses continue doing what they do to help keep Pakistan powered-up, get more food on tables from farms, connect loved ones, and drive prosperity, we see the need for more. Investing in the Country, for the Country, we strive to uplift & empower the communities in which we operate, and beyond, **Watan Ke Naam. Pakistan Zindabad!**

engro.com

Engro Fertilizers | Engro Eximp Agriproducts | Engro Vopak Terminal | Engro Elengy Terminal
Engro Polymer & Chemicals | FrieslandCampina Engro | Engro Energy | Engro Enfrashare
Engro Eximp FZE | Engro Connect





Nadir Salar Qureshi

CEO
Engro Fertilizers Limited



we grow diversity

Diversity & Inclusion is the source of value creation for Engro Fertilizers to evolve as a company. We have built a corporate culture that finds strength in the diversity of both our employees and our business. By embracing this diversity, we continue to work together towards gender equality and create a more inclusive world both within and outside of Engro Fertilizers.

We are now living in a world where the gender gap between men and women is slowly being bridged. It is no longer a rare sight to find women working in unconventional roles. At Engro Fertilizers, the breakthrough of hiring for 2021 has been the intake of women in unconventional roles where they were not previously considered for hiring such as Shift Engineers, Trade Apprentices, Workshop Supervisors, Warehouse In-charges, Area Sales Managers and Graduate Trainee Engineers; among many other such roles. We also launched the Commercial Trainee Program to hire females in field-oriented roles. Some of this work sets us apart in the industry - our program for Trade Apprentices is a first of its kind in the fertilizer sector. These strong willed women at Engro Fertilizers not only capture hearts but also open doors for many others who want to pursue their aspirations. We are proud to have opened avenues for such women who decided to walk the path less taken and rock unconventional jobs with panache.



This year, Engro Fertilizers also made it to the winners' podium at the UN Women 2021 Regional Asia-Pacific WEPs awards, which recognizes the region's top private-sector champions for gender equality. Engro Fertilizers had participated for the first time and were selected as the region's 1st Runner Up in the category of Leadership Commitment with over 700 applications from over 20 countries – becoming the only organization from Pakistan to gain such recognition. This award demonstrates that Engro Fertilizers embodies the ideals laid out in the Women's Empowerment Principles (WEPs), established in 2010 by UN Women and the UN Global Compact as a holistic framework to guide businesses in gender-responsive practices.



We grow progress

Engro Fertilizers is a purpose-driven organization - we strongly believe that our workforce should reflect the diversity of the communities we serve and that diverse voices should be elevated and intentionally integrated into our work. Hence, for our leadership, diversity is more than just checking the box - it is an ongoing commitment that is reflected in our business operations to fuel sustainable growth of the company and of the society in which we operate. And hence, we delved into our journey of driving diversity, equity and inclusion at Engro Fertilizers and beyond!





Ahsan Zafar Syed
CEO



Zeshan Taj Khan
VP HR and Admin



Ayesha Jamil Khan
D&I Lead

Our focus has been on creating a safe workplace free of all harassment, creating policies that assist women with caregiving needs, recruiting women who have sacrificed their careers due to various reasons.

Many women who have left corporate jobs to care for children or family members faced obstacles getting back into the workforce due to bias over gaps on their resumes. Therefore, to induct a diverse pool of candidates, we created a program called **Break Ke Baad** (translation: Back from Break) to build a high-quality pipeline of women at senior roles.

EEL led this program for 4 sister organizations. We created a holistic strategy for the success of this program by covering the pre-hiring phase consisting of the recruitment plan, budget approvals, communications plan, pre-boarding, onboarding to the post-hiring phase consisting of a year-long mentorship plan and confidence building workshop. EEL started off with awareness trainings on sexual harassment. The first one was called the **workplace harassment awareness** session to inform the participants about the Workplace harassment laws.

The harassment handling investigation training was the first of its kind to happen in any organization in Pakistan, hence, we created the module of this by ourselves, teaching all the committee members how to conduct investigations. This training ended with a test which helped all committee members gain a certificate of internal investigator. We formulated an anti-harassment tool-kit to ensure a systematic framework of conducting investigations, this had all the relevant checklists, forms, and templates.





We conducted 3 trainings at our plant sites after collaborating with an external trainer. The first was the “**Unconscious Bias**” training and the second training was “**A Civil Workplace**”, which covered topics like what is unconscious bias and how it impacts those who are stereotyped, how to control such a bias, what constitutes as discrimination, what constitutes as harassment and what constitutes as sexual harassment. The third training, “**Code of Conduct Sessions**” was conducted as a refresher for the other two in collaboration with EEL’s audit team.

We conducted an Engro wide self-defense workshop for our employees to feel safe, both, at the workplace and the outside world.

EEL conducted its first ever internship drive focusing on people with disabilities called ‘**Enable all**’ through which we onboarded 4 interns. This was a 2-month internship program which created a diverse and inclusive environment by empowering individuals through accessibility.

Moreover, after a rigorous recruitment process, Engro enablers: energy edition was launched as Engro’s first ever female-focused recruitment drive with a total of 9 female trainees who were given the opportunity to work at EEL’s best-in-class mining site and world class EPTL power plant in Thar.

EEL focuses on various policies which include Maternity policy (6 months paid leave), Paternity policy, Day care centre for working parents, Iddat SOPs, Single parent policy, Travel policy etc.

Our Head office as well as our plant sites are fully accessible to people with disabilities which includes tactile flooring, visual fire alarms, portable ramps etc. As a testament towards our efforts, we have received a certification by **IAAP and The Global Alliance on Accessible Technologies and Environments (GAATES)** - two premiere international bodies dedicated to promoting accessibility and universal design for infrastructure and public spaces as per the dispositions of the United Nations CRPD.



Good Food, Good Life



Samer Chedid
CEO



Hajra Omer
Head of Human Resources



Masam Abbas
D&I Lead


Diversity and inclusion is an integral part of our company’s culture and is one of the ways we bring our purpose and values to life. We embrace diversity by being more inclusive, creating a workplace that provides equal opportunities for everyone and that treats people with dignity and respect. This includes gender balance, which remains a key component of our approach. We firmly believe that improving gender balance leads to better decisions, stronger innovation, and higher employee satisfaction. We also promote gender balance in our company because it is the right thing to do. Our values are rooted in respect: respect for ourselves, for each other, respect for diversity and respect for the future. We aim to embed diversity and inclusion across everything we do. This involves building an inclusive culture that values the differences of our employees and that innovates to serve the needs of our diverse consumers and customers everywhere, we operate.



We embrace diversity by being more inclusive, creating a workplace that provides equal opportunities for everyone at the company, from recruitment, through to development and advancement. We do not tolerate any form of harassment or discrimination.

Our focus on gender diversity is reflected in every recruitment decision we take to ensure that historically underrepresented groups are part of candidate universe that we tap to hire talent. We have also launched our flagship initiative ‘**Kero Aitemaad**’- Believe in yourself to attract, engage and inspire young female professionals to start a successful working career while breaking gender stereotypes. Through this program we have been able to build a vibrant female talent pipeline for operations and sales roles where females were historically underrepresented in the industry.

Another flagship initiative is “**Phir se Kar Dikhaao**” is a return ship initiative for stay-at-home women, with a minimum 2-year career break, an opportunity to return to work. 6 – 12 months project- based assignments & flexi work arrangements make this program one of its kind by allowing for an easy transition back to work.



#BelieveInYourself

Nestlé

Engineering is not purely technical but a mixture of managerial and leadership skills as well.

Izma Asad
Shift Engineer
Nestlé Pakistan

Be a force for good
www.nestle.pk



Our leadership team is actively involved in developing women at Nestlé Pakistan by providing Coaching & Mentoring on personal development plans. There is also a special focus on putting female talent into succession plans of senior roles in the organization, which enables female talent to pursue their desired career goals.

Moreover, our Nestlé Maternity Champion initiative ensures inclusion of women by creating a support system to combat the challenges of life stages which usually becomes barriers for career advancement of women in the corporate world. Our medically qualified Maternity Champions offer advice and support to make maternity journey smooth for women. Maternity Champions also give awareness and coaching to line managers for providing the right support to expecting mothers.

To provide the right level of support to females, we provide flexible working policy which helps our employees to manage their career with varied demands of their family & homes. We also provide Day Care support with dedicated baby feeding rooms at every site across Pakistan. Furthermore, policies to provide onsite residence for females; driver allowance for females working in field; dual career support; company sponsored travel arrangements for kids' caretaker on official trips for working mothers and maternity policy that provides leaves over and above ILO's convention, ensure that women in our organization have opportunities to succeed in the workplace. We also ensure that there is no Gender pay gaps at Nestlé Pakistan.

Nestlé Pakistan is strongly committed to having a diverse and inclusive workforce that is reflective of the society we live and work in. We will keep promoting gender diversity and we are confident that by providing the right work culture and leadership structure that provides equal opportunities for everyone Nestlé Pakistan will keep leading introducing new best practices in Pakistan FMCG industry.



NESTLÉ BISP RURAL WOMEN SALES PROGRAM has actively engaged over 900 women as Nestlé Sales Agents

Propelling into the New Age: HBL's Diversity, Equity and Inclusion Journey



Muhammad Aurangzeb
President



Jamal Nasir
Head HR



Sarah Beg
Head Talent, Diversity & HR
Relationship Management

DEI Training and Engagement at HBL

As a financial institution, HBL strives to constantly align its DEI vision, mission, and strategy to its organizational goals. It is Pakistan's pioneering bank which took on the DEI agenda with set targets at the outset. In 2010, HBL's female employee ratio was 8%, and a decade ago, even that was the highest amongst other financial institutions in Pakistan. In the last five years, HBL with its presence in 19 regions in Pakistan and approximately 1,400 branches all over the country, has increased its diversity ratio drastically from 11% (in 2016) to 19.7% (as of February 2022), with the aim to reach 20% by end of Q1 2022 and 25% by 2025. Even with the challenges of COVID-19, HBL did not fall back on its diversity agenda.



DEI Governance at HBL

HBL, having the largest banking network in Pakistan, strives to place itself at the forefront of the DEI (Diversity, Equity and Inclusion) agenda. In 2016, HBL officially established a mandate to drive the DEI agenda and include it within its processes with respect to: hiring, career development for females, retention, female friendly policies and platforms. HBL takes a top down approach, whereby its Functional Heads and members of its 'Extended Leadership Team' have a strong mandate to implement the gender diversity mandate in their KPIs. In 2018, HBL formed a Diversity Council (with 44% female representation) which is mandated to drive HBL's gender diversity strategy. The Diversity Council consists of Functional heads who meet quarterly on a dedicated platform to discuss diversity deliverables which helps steer the bank's vision and target implementation. HBL has been working in alignment with State Bank of Pakistan's circulars, particularly on equity and gender. The Bank has a mission to become the 'employer of choice' for prospective female employees. This will not only bring equality in the balance of genders at the work front leading to more diverse and inclusive ideas and concepts but will also allow the staff to attract more females on the consumer front. This will help women in aligning their banking habits and have an overall impact on the economy.

HBL works in collaboration with IFC, CDC Group UK, HR Metrics, Mercer Group, McKinsey and also is a member of the Global Financial Alliance for Women (FAFW). Through these collaborations, HBL has conducted trainings with regards to DEI, been part of case studies and impact assessment through evaluation of its DEI initiatives, and represented the Bank through its top management at Global and local panels on gender diversity, anti-harassment and inclusivity. HBL has launched several initiatives for bank staff including a 'Flexible Working Policy' which includes provisions for part time, shift hours, compressed work week, work from home and other facilities to accommodate largely its female employees. HBL works on delivering health awareness and 24/7 medical consultations with Sehat Kahani, and mental health and wellness through Saaya Health.

HBL and DEI in the Community

HBL has partnered with public and private sector universities, and signed MOUs with a few women universities to collaborate on curriculum development, faculty capacity building, mentorship programs, internships and recruitment. HBL has also tapped into financial empowerment through financial literacy/entrepreneurial assistance by sponsoring She Loves Tech - the world's largest startup competition which gives female entrepreneurs a chance to pitch their startups, get access to mentors and take their startup to the next level. The competition currently operates in 30 different locations, including Canada, Singapore, and Germany. The She Loves Tech goal in Pakistan is to reach and inspire 25,000 young women through pitches, panels, inspiring talks, digital boot camps, and workshops specially designed for them.



Inclusion of People with Disabilities (PWDs)

HBL holds Disability Inclusion extremely close to its philosophy and has focused on multiple streams. This initiative was started in 2021 with the inclusion of 22 PWD Cash Officers, sensitization sessions for all HR Relationship Management and Talent Acquisition staff, and improving accessibility of branches (in terms of ramps, braille stationery, talking ATMs etc). The momentum gained at the onset continues with the launch of a focused Internship Program, continual workforce inclusion, development of an e-learning module and design / execution of a communication campaign titled **'Together We Are Strong'**.



HBL strongly believes that furthering diversity, equity and inclusion will benefit the culture of the organization, provide employment opportunities for an untapped market of females in Pakistan along with supporting the agenda of financial inclusion. With this mission in view, the HR policies have been revised to support this agenda and position HBL as the 'employer of choice' for females all over Pakistan at every level.



Setting Inclusion Benchmarks in GMSS!

Since its inception, HBL Microfinance Bank (HBL MFB), formerly The First MicroFinanceBank Ltd., Pakistan (FMFB-P), has been playing a pivotal role in sustainable social and economic growth of the society by providing inclusive and innovative financial solutions to the underprivileged communities.

To support the vision of the Government of The Islamic Republic of Pakistan through, its Low Cost Housing, Government Markup Subsidy Scheme (GMSS) initiative named "Mera Pakistan Mera Gher" (MPMG), facilitating the low-income segment of our country in their housing needs, HBL MFB adopted a thought-out strategy and a well-knitted plan. A 'Big Bang' approach was adopted towards GMSS as we launched it across HBL MFB's 213 branches with multiple focus areas including HR capacity building, governance structure, internal controls and efficient TATs by leveraging on technology using Loan Origination System (LOS).

HBL MFB has, thus far, successfully provided loans to over **2,400 borrowers** amounting to over **PKR 1.5 Billion**, of which **14% of borrowers were females** under GMSS; numbers which currently serve as a benchmark in the microfinance industry. HBL MFB continues its efforts towards turning more low income Pakistani households' dreams of their own home to a reality.

Enabling Growth Through Excellence

HBL Microfinance Bank (HBL MfB), formerly The First MicroFinanceBank Ltd., links diversity, equity and inclusion to its mission, business strategy and performance goals. HBL MfB views DEI as central to its culture and a significant driver of financial value.

DEI is deeply rooted in our core value: **Value people**. We value our people and put them at the center of our approach by creating a shared purpose and a culture of compassion and fairness, enabling their development and providing equitable opportunities to grow with us.

We adopted a three-pronged approach to our DEI and directed our systematic efforts to creating a diverse, equitable and inclusive workplace:

LEADERSHIP: We have a Diversity Council at top management level headed by President / CEO, Mr. Muhammad Amir.

STRUCTURAL: HBL MfB has equitable and market competitive compensation structure irrespective of age, gender, ethnicity, and religion.

BEHAVIORAL: We believe that Diversity without inclusion is like an airplane without lift. Therefore, we actively engage the full range of backgrounds, experiences, and perspectives in our company.



Wajid Ali
Head HR



Abdul Khaliq Khan
Head Talent & OD

HBL MfB has the highest female employee ratio **(15.63%)** in the Microfinance industry and is committed to increase gender diversity in line with the banking on equality policy. We take a holistic approach towards DEI narrative which spans across talent acquisition, development and retention which is evident in our various women centric interventions:

20%

Batch hiring for women



Focused approach for inducting females



KPIs



Women's Club



Women of HBL MfB - Symbol of Respect & Power



By furthering DEI initiative through employee engagement, we have found that it 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.

Furthermore, we celebrate religious, national and international days along with cultural events in a bid to promote diversity, equity and inclusion.

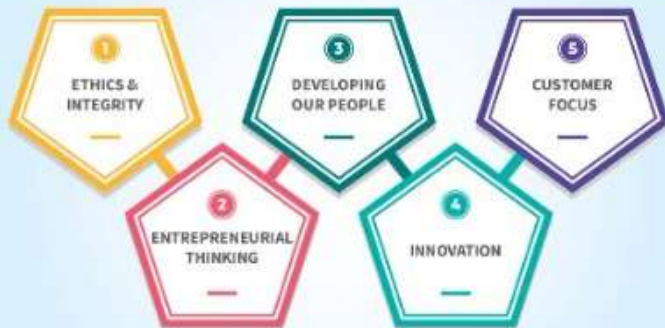
At HBL MfB, we turn hope into realities through our inclusive and progressive practices and going forward, we are all set to strengthen our DEI agenda and drive greater impact by providing inclusive and innovative programs and solutions to our customers.

Delivering Excellence in Healthcare Since Three Decades



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Delivering Excellence in Healthcare Since Three Decades



Nusrat Munshi
Managing Director & CEO

Diversity, Equity and Inclusion are indispensable for AGP Limited and are focus areas in our Sustainability Framework. Our senior leadership embraces diversity in all aspects and inspires diverse talent to drive Organizational performance towards a shared vision. As a diverse and engaged organization, AGP Limited has initiated several projects to promote Diversity & Inclusion:

Development Programs for Women in Non-Traditional Roles

AGP Limited recognizes that gender diversity in every function is integral to improve business performance and serve our patients better. In 2021, HR Team made concentrated efforts to hire females in the field force through women centric sourcing channels, social media platforms, career drives and partnerships with women led forums. The aim of this program is to develop and uplift high performing and talented women by providing them with career advancement opportunities based on overall performance and project delivery.



Junaid Jumani
CHRO

Uplifting Under Represented Communities & CSR Initiatives

AGP Limited is committed to uplift under represented communities through our multiple CSR initiatives, which are aligned with United Nations Sustainable Development Goals and aim to provide equal healthcare and educational opportunities to all. AGP Limited is also living up to its promise of equal opportunity employer by creating opportunities for differently abled talent in the market. Our recently launched **“Hay Tum Pe Yaqeen”** program is a platform for differently abled individuals to explore their abilities and inspire others. Our facilities and infrastructure have also been carefully designed to ensure accessibility for differently abled individuals.



Inclusive Culture

AGP Limited strives to build an inclusive culture and values diversity of people and backgrounds. The organization has equitable and fair compensation and job classification systems regardless of age, gender, ethnicity and policies. AGP Limited is one of the few organizations in Pharmaceutical Industry providing a wide range of facilities and benefits that enable everyone to break barriers and empower them

to carve successful careers with the organization. Our company policies on flexible working options, Day Care Support, mentoring and coaching programs, ensuring females in succession plans of key positions, company sponsored travel arrangements for female employees and leaves over and above ILO's convention ensure that everyone is provided with a working environment that supports work-life balance. Every year, all benefits and policies are reviewed and adjusted to ensure that they are up-to-date and comparable to the market.



Faisal Farooq Khan

Group Head HRLG



Bushra Mazhar

Diversity Manager



Rehan Naeem

Diversity Manager



In 2018 Bank Alfalah embarked upon a diversity, equity and inclusion journey because we strongly believe in the business and social impact created by a diverse workforce and an inclusive work culture. We believe that DEI inspires creativity and innovation, unlocks productivity, and enhances profitability. We are an equal opportunity employer since we do not discriminate based on gender, race, ethnicity, religion, age, abilities etc. in recruitment, learning and career development opportunities.

As a financial services provider, we have launched the Pehchaan Account and Falah Asaan Women Digital Account specifically for women to provide them easy access to financial services and to promote their financial inclusion. As an employer, we provide a safe and conducive work environment to all and provide equal opportunities to learn and grow. We have introduced many initiatives in order to encourage our employees to explore career opportunities with Bank Alfalah. Some of these initiatives include:

- ✔ Introduced a strategy and policy for both, Banking on Equality and Differently-abled employees
- ✔ A Stay in touch program to stay connected with them through their maternity leave
- ✔ A monthly childcare allowance
- ✔ Flexible working hours
- ✔ A 130 day fully paid Iddat leave policy
- ✔ Sending gifts and rolling out communication to our minority groups on their festivals (Holi, Diwali, Christmas etc.)



Many of our women employees have appreciated these policies. One of our credit analysts based in Faisalabad shared that the maternity leave policy is a stepping-stone towards enabling women to fulfill their dreams while being mothers. We are also working towards introducing a program through which we will hire women who had to go on a career break due to lifestyle changes in order to reintegrate them into the workforce. Through conscious hiring and retention efforts, we have been able to increase the women population in our Bank to 17.5%. We hope that these efforts will encourage more and more women to explore career opportunities with Bank Alfalah, which will in turn help us reach our goal of creating a gender-balanced workforce.



Yousaf Hussain

President & CEO



Monis Mirza

Head HR



Habiba Sulman

Head DEI



Historically speaking, Faysal Bank has always promoted the cause of D&I. Our Gender Diversity ratio has always stood above average in the banking industry and we have always worked towards building an inclusive culture over the years.

However, a formal D&I agenda was taken up around 2019 where short-, medium- and long-term goals were identified. Due to our full fledged conversion towards Islamic banking it was more important for us to implement Equity along with diversity and inclusivity and our vision on DEI was approved from the Board of Directors where we believe in fostering innovation and collaboration which are deeply rooted in our core values.

Once an agenda was set, a roadmap was developed and DEI benchmark survey was launched internally to address gaps on DEI. As a first step, following steps were taken to address the gaps identified:

- Ensured that the cause of D&I was championed by P&CEO through various D&I Initiatives such as driving D&I strategy from the top, engaging the board, engagement sessions with staff, weaving D&I in our products and services and CSR initiatives.
- Specifically making D&I strategy part of our business strategy by integrating it into our products and services to boost sales and customer engagement like offering special discounts to encourage diverse groups by introducing special services and products like all female branches in line with our business strategy to improve female financial inclusion.
- Incorporated D&I target as part of key performance indicators at the C-suite level to drive concrete results.
- Ensured awareness across the organization to mitigate bias at the systematic level.

“

With the belief in core Islamic Values of equality, Faysal Bank values diversity and inclusivity as its primary driving force to become the employer of choice, where we hold gender diversity, equitable opportunities and differently abled inclusion as the corner stone of DEI Strategy. ”



Empower Yourself
Sign Your Path to Financial Independence
بچت بھی، برکت بھی



Introducing
Faysal Islami Amal Women Account
A Shariah compliant account aimed at providing today's women with financial liberty

Faysal Bank actively hired differently abled staff members in various locations and it was ensured that proper system and infrastructure is provided to them so that they are fully able to perform as productive members of organization and society. Similarly, to take this initiative further a specialized **“Faysal Islami Qabil Internship Program”** was launched last year to create a pool of differently abled candidates. We had hired about 10 differently abled interns in 2021 who became part of our regular work stream post their internships. Our leadership proactively participates in providing an environment where everyone feels empowered. We celebrate the contribution of our working women 19% of total bank population on various events such as “National Working Women Day” and “International Women Day” and also have a forum known as “Faysal Islami Women Connect” which provides a platform to our female staff to learn from senior role models through a proper female hi-potential program.

With the highest female ratio of 19% in the Islamic banking industry we want to support women to grow into senior roles.



ENGRO POLYMER & CHEMICALS

Innovators and Thought Leaders of the Future



Jahangir Piracha
CEO



Salman Hafeez
HR Head



Gull Zareen Khan
Diversity Lead

Breaking the Glass Ceiling

Breaking the glass ceiling is a high-impact and challenging developmental journey for Engro Polymer & Chemicals Limited's (EPCL) female employees who aim to develop themselves for future leadership roles. This program supports EPCL's aim to create an inclusive workplace by developing a gender diverse leadership team. This coaching program aims at helping them in identifying & overcoming barriers standing in their way of personal and professional success through 'Thinking and Behavior' patterns. This program comprises of 12 modules. One module will be covered in one month followed by group and individual coaching sessions. This twelve-month journey equips, engages, and empowers women to the highest level of leadership through deep exploration of their own strengths, weaknesses, and their personal power to succeed by giving voice to their authentic leadership. This transition from being a doer to becoming a leader is challenging for everyone.



It will help our female employees to reach their full potential by focusing on some key areas, reducing or eliminating their blind spots, enhanced decision-

making skills, gaining fresh perspectives on personal challenges, increased confidence and leadership skills, mapping out their long-term self-development journeys and finally becoming coaches for other female colleagues.

Real transformation requires time, patience, and adaptability. This program is segmented into two key themes, followed by multitude of group and personalized coaching sessions. Zaufyshan Hasan and Haseeb Hasan provide tools and guidance on ways to manage setbacks along the way, enabling them to take a more adaptive approach to current and future challenges.

Zaufyshan Hasan has over 25 years of experience in training & coaching. She helps people gain clarity on what they aspire for, how to achieve their goals and overcome any barriers, roadblocks, challenges, or fears standing between them and their dreams through self-awareness.



Success from this program will reflect in improved retention and improved performance reviews of EPCL female employees. EPCL will also have more women as successors for leadership positions. It will also help us develop an internal pool of coaches for other women. Hence, this program will not only prove to have short-term benefits but will help in shaping the future of our organization as more diverse and dynamic.



JS Bank seeks and values diversity, recognizing that a mix of people enriches our bank and is essential to creativity and business growth. Over the past few years, we have consciously focused on creating an inclusive and people-centric culture, where everyone feels valued and receives equitable treatment. With the same aim in mind, we brought in exciting initiatives like introducing paternity leaves, creating gender sensitization programs, and enhancing awareness, collaborating with childcare facilities for our female employees, introducing a safe, convenient, and affordable transport via collaboration with a car hailing company, and introducing return to work programs for females returning to work. One of the initiatives we are extremely proud of amongst this journey is **URAAN**- the biggest inclusion initiative for people with disabilities in the banking history of Pakistan, where for the first time ever, JS bank onboarded a batch of 21 talented people with disabilities in impactful roles throughout our organization. Onboarding them was the end-result of several months' long cultural transition of creating readiness in the organization. We started with a comprehensive policy review of our existing HR policy to amend, revise, and add multiple aspects to ensure each of them caters to inclusion, sensitization and equitable practices across all HR functions including acquisition, onboarding, performance management, allowances, health, and insurance for people with disabilities. We also conducted appropriate role mapping exercise of our existing roles in collaboration with a subject matter expert for disability to identify which roles would suit these people better, where they could not only perform their best but grow and develop as well. We identified 25 unique positions where they were placed initially as interns for on-the-job training, and then inducted formally after a period of one month. We also allotted to them a BUDDY- a friend, a coach, a mentor who assumed the responsibility of befriending them, being the bridge between them and organization for them to adjust easily and being there for any and every support required, as minor as assisting them from one corridor to another. The people who joined us are a permanent part of our job family and we look forward to seeing them every day, performing at their best and adjusting happily in their new lives. We realize there is a strong connection between diversity and organizational culture and productivity, where these people of determination-as we call them are adding value every day.

Not only do we get to train them, but we also learn from them immensely things like sign language, commitment, time management and empowerment. Going forward, we would be focusing on creating more accessible and friendly infrastructure by ensuring accessibility of all our locations to cater each type of disability, along with creating multiple opportunities for their access, literacy and moving up the ladder.



Basir Shamsie
President & CEO



Saher Dharani
D&I Manager



Tamkeen Faisal
Head HR

Delivering Through Diversity & Inclusivity



National Clearing Company of Pakistan Limited (NCCPL) is the only licensed clearing house in Pakistan which provides clearing, settlement and risk management for all trades/transactions executed at Pakistan Stock Exchange Limited (“PSX”). NCCPL, for the said purpose, has developed a state-of-the-art “National Clearing and Settlement System”. NCCPL, in addition to its core functions, has also implemented various value added products and functionalities to ease out business processes of capital market participants. Moreover, NCCPL has been mandated by Federal Board of Revenue to compute capital gain and tax on disposal of shares at PSX, redemption of units of collective investments schemes and commodity markets. All these functions are managed by its diverse workforce of highly experienced professionals & specialists. Our variety of products & services being offered are backed by transparent, systematic and predictive delivery models that has benefited the market participants for past Two decades.

The Stakeholders, Board and Senior Management are truly committed to promote Diversity, Equity, Inclusion and Belonging (DEIB) at NCCPL which is reflected from our corporate strategies, goals, policies and practices to empower people.

As an Equal Opportunity Employer,
“It is the policy of NCCPL, to provide equal opportunity in all aspects of employment for all persons, to prohibit discrimination in employment because of age, disability, marital status, ethnicity, religion, gender; to prohibit sexual, racial and other forms of unlawful harassment; and to promote the full realization of equal employment opportunity through a positive, continuing, result-oriented program of affirmative action”.

We are careful in designing jobs and consider employee value proposition while designing remuneration structures for our diverse and multi-generational workforce. Our recruitment processes are designed to attract diverse talent pool and comprises of diverse hiring panel. Our performance driven compensation strategy is compellingly linked through structured performance Management System. Employees have a fair chance to participate in goal setting process and performance evaluation activity in order to eliminate any biases and are provided with equal learning & growth opportunities to excel in their respective careers.



Muhammad Lukman

CEO



Asiya Yousuf

Head HR

Diversity: the art of thinking independently together
~Malcolm Forbes

To augment our efforts to implement and promote DEIB objectives and to assess how our policies are translating into actions and behaviors, we challenged ourselves to participate in **GLOBAL DIVERSITY, EQUITY & INCLUSION AWARDS 2021** in two categories and won both the awards and recognized as progressive organization in the categories of **VISION STRATEGY & BUSINESS IMPACT** and **JOB DESIGN, CLASSIFICATION, COMPENSATION**.

We trust our GDEIB journey will continue with our commitment to continually improve across all levels to progress diverse and inclusive culture at NCCPL.





Justuju- PTCL Group

Pakistan Telecommunication Company Limited introduced Justuju, a comprehensive, one-of-a-kind internship program aimed at enhancing the employability of Persons with Disabilities (PWDs) through skill development, mentoring, and training. The second batch of the Justuju interns graduated on 3rd December 2021, marking the International Day of Disabled Persons.



The six-week paid internship program is an effort to effectively mentor young graduates on vital employability skills that will help kick-start their corporate careers. Each intern is assigned a PTCL or Ufone Mentor who looks after their accessibility requirements and ensures their personal and professional development over the internship tenure.

PTCL Group believes that sustainable, equitable progress of organizations must include persons with disabilities. With initiatives such as this, PTCL Group is determined to provide an environment of inclusivity, support, and empowerment to the disabled. This initiative is an extension of the Group's long-term commitment to promoting diversity and inclusivity to further strengthen its work culture as well as to create shared value for society.

The program includes a structured professional development plan for the 20 interns based in Islamabad, Lahore, and Karachi, as well as several custom-designed webinars that focus on motivating the PWDs to overcome adversities while excelling at their own skills. Moreover, digital learning platforms such as UdeMy's access is also given to the interns to help them build upon their skills. PTCL Group is modifying its office buildings to ensure accessibility, complementing the organization's vision to protect and promote the rights of people with special needs. The organization remains committed to taking similar initiatives in the future, focusing on the capacity-building of youth from all walks of life.



Aizid Razaq Gill
CEO



Saira Shahid Hussain
CHRO



Waseem Dar
Divisional Head SHR-
Diversity

Incorporating DEI within multiple realms of business and operations at Allied Bank Limited has been an integral focus of the Management. This further includes ensuring a culture conducive to having a gender-sensitised workforce imparted with the necessary empathetic characteristics towards having greater acceptance for different cultural, religious, and societal beliefs.

From HR perspective, Allied Bank has played a pivotal role in providing employees with a safe environment for them to be nurtured in. Throughout the year, Training and Development Department has ensured 100% employees have been familiarised with gender-sensitive core values and trainings.

At ABL, Female-Centric events, like Women's Day and Pinktober (carried out across the globe to raise awareness regarding breast cancer), are actively celebrated with maximum participation by female employees. Highlighting the significance of well-being of working females and appreciating them for their efforts and contribution towards business aids in ensuring high motivation levels within the workforce.

Furthermore, ABL has initiated business plans focusing on convenient entry of women entrepreneurs within the market. In alliance with the State Bank of Pakistan's initiative for 'Financial Inclusion of Women Entrepreneurs', ABL identified potential female entrepreneurs and afforded them a reliable and convenient platform to fulfil their banking requirement. Moreover, our female leads of this drive have opened 4,988 fresh accounts out of 5,222 leads generated through team efforts within a short period of 4 months. These female leads are not only working through their branches but they have been mobilizing other female staff working in different branches of their regions.

Through its 'Allied Khanum Assan Account', ABL has aimed to empower women economically by providing them a safe channel to save and utilise money for investing in education, healthcare, property and business.

ABL introduced Refinance and Credit Guarantee Scheme for Women Entrepreneurs providing long term loans at subsidized markup towards realization of financial inclusion of women, which extends to private sector employees.

ABL thrives to empower female segment of the society together with providing customer friendly banking in the retail industry. The Bank has 7 women branches managed by female staff only. These branches provide integrated banking services including counselling and guidance services for credit-related and various banking avenues for the convenience of female customers.

Moreover, Bank has focused on developing a culture of mutual respect, creating positive psychological impact especially amongst females and leading to formation of cohesive teams.



The well-being and state of mental health of employees is imperative for maintaining a balanced working environment in any organization.

ABL has resolved to enhance the working experience for its female employees and provide them a platform to raise awareness regarding mental health, stress management and aiding to other challenges faced by females within the Bank by conducting multiple Yoga sessions for females to provide them an opportunity to unwind and discover a channel for balancing positive energies. The participants applauded the Bank for this initiative and felt a sense of increased motivation.



IT Services



Software Quality Assurance

SQA Engineer (Junior & Mid-Level), Software Quality Assurance Analyst Sr., Automation Test Engineer Sr. and Performance Test Engineer Sr.



Application Development

Software Engineer (Junior, Senior and Mid-level)
Languages: .NET, C#, Java, BQ/MS BQL
Technologies: Azure Cloud, MS Dynamics, Angular JS, Kendo UI, SSRS, JQuery, ASP .NET, Entity framework and MVC.



Application Support (L3 Support)

Support Engineer (Junior, Mid and Senior Levels), System Support Analyst (Junior, Mid and Senior Levels), Systems Engineer, I/II (SQL, MS SQL, Azure Cloud) and Azure DevOps Engineer

Network Security



IT Infrastructure Support

Network Engineer I/II, Network Engineer Sr., Network Security Analyst Sr. (CISSP, CEH, Security+ and SANS)

BPO



Business Support Solution/ Stewart Enterprise Fulfillment Service

Support Services Analyst I/II & Sr. (Mortgage Industry, Strong Analytical Skills and excellent verbal written communication)

"POWERING THROUGH PANDEMIC HAS BEEN A RESULT OF TWO KEY FACTORS: RESILIENCE AND INNOVATION. THE RESILIENCE THAT STEWART SHOWED THROUGHOUT THE TRANSITION AND THE INNOVATIVE APPROACH THAT FOLLOWED ENSURED COHERENCE GLOBALLY."

"WHAT I TRULY ADMIRE ABOUT STEWART IS COMPANY'S EXPLOSIVE GROWTH WHEN THE WHOLE WORLD WAS WORRIED ABOUT SURVIVAL DURING PANDEMIC. IT TOOK STEWART 128 YEARS TO INCREASE OUR REVENUE FROM \$0 TO \$2 BILLION. IT TOOK US 1 YEAR TO GO FROM 2\$ BILLION TO 3\$ BILLION."

stewart

has been recognized as one of the best the workplace to work.



BEST PLACE TO WORK IN PAKISTAN 2021



BEST COMPANY IN NAVIGATING THE PANDEMIC (RUNNER-UP)



BEST PLACE TO WORK IN IT INDUSTRY (RUNNER-UP)

Philip Morris (Pakistan) Limited (PMPKL) participated in the Global Diversity Inclusion Benchmark Awards, and was nominated in 3 categories. We are extremely proud to announce that we received awards in all 3 categories namely, Advancement & Retention, Job Design, Classification & Compensation and Work Life Integration, Flexibility & Benefits.



Roman Yazbeck
Managing Director PK



Mirela Spagovic
Director People & Culture Pakistan



Alina Khan
Engagement, Learning & D&I Lead

We see diversity as a strength and are committed to building an inclusive culture and workplace therefore, our focus is on creating an environment where our employees have an equal opportunity to participate, use their skills, share their ideas and perspectives, and feel valued. To ensure our commitment is fulfilled, a multitude of initiatives have been implemented, like, **Women's Inspirational Networks** – an initiative to create a supportive place to inspire and empower women to advance their skills, expand their network and discover their full potential; **Inspirational sessions** with relevant internal and external guest speakers where they could answer questions from our employees and share their thoughts on Diversity and Inclusion; **Flexible working arrangements - SmartWork**, where employees may choose to work remotely or from office based on their individual needs and preferences; **Power Hours**, an initiative to reduce the stress/anxiety level in employees working from home by allowing them time & space during working hours to contribute towards their household needs/personal commitments; **Full mental health coverage; Health screening checkups; Enhanced parental leaves**, the secondary caregiver is entitled to 8 weeks paid leave; and also routinely communicating with employees through internal podcasts and emails to motivate to take time off from work and focus on their mental and physical health. Additionally, PMPKL launched the **MakeYourComeBack** Program, a 3 month project, for women who took a break and want to return to the workforce. Our goal was to give these women the right projects, training, and onboarding experience; so that they could gain beneficial experiences which would help them transition back to the workplace.



We have also taken part in yearly audits by the Equal Salary Certification (ESC) (an independent not-for-profit organization) since 2019, which confirms whether our policies and practices are fair. We are proud to be the first multinational company in Pakistan to have achieved the ESC and have continued to achieve the ESC annually.





Hasan Azhar
Group Chief Executive Officer



Sadaf Hatif
Chief Executive Officer



Talha Abbasi
Manager - HR Business Partner

Diversity, Equity & Inclusion at HRSG

HRSG is an organization committed to building a diverse, equitable and an inclusive environment. Not only is this commitment embedded in our company values and beliefs, but is clearly reflected in our workforce as well. Diversity and inclusion has always been the center of all HR practices at HRSG. Our founder, Late Syed Ali Azhar, always promoted diversity in all aspects to the fullest. Every employee of the Company is on-board and pushing the D&I agenda forward both consciously and, unconsciously. This year, the HR team along with the Management of the Group, designed a DEI vision and policy that encompasses all necessary areas of the Company and cements the support that HRSG has for the DEI initiative.

The organization has a keen focus on diversity and inclusion efforts based on unconscious bias when it comes to its workforce. The group itself has maintained a diverse ratio of females, minorities and specially-abled individuals in all its departments. Being an Equal Opportunity Employer, the organization's hiring processes are equitable, transparent and measurable. Since 2021, the organization has made conscious efforts in recruiting employees from diverse backgrounds and have provided multiple opportunities to specially-abled individuals.

Saleem Kheraj & Maryam Khokhar, both with visual impairment are star examples for the organization. They joined the organization in January 2021 in our People & Business Partnering team, and have been putting their efforts in providing recruiting and consulting services for multiple clients of HRSG.



Decibel® is a one-window, cloud-based, smart digital solution to manage your organization's HR processes on a single platform.

HRSG successfully leverages diverse teams, including diversity networks, customers, partners, the community, and other stakeholders, to improve its services. It also leverages diverse teams to improve the quality and innovation of products and services.



With a legacy of being a trendsetter and committed to inclusivity at all levels, HRSG is looking forward to many planned initiatives for future to ensure a diverse, equitable & inclusive workplace which in turn will reflect our offerings.



PEPSICO

At PepsiCo, building a more diverse, more inclusive workplace is a top priority. This commitment is woven into our values and belief that our company is strongest when we embrace the full spectrum of humanity, regardless of gender, ethnicity, class, or religion. Our two most significant agendas are to sustain a high-caliber pipeline of female talent as well as to drive women's economic empowerment. As part of our Positive Value Chain ambition, we aim to achieve 50 percent women in managerial roles by 2025. The key to achieving our goal is to establish a sustainable process to onboard the best female talent at all levels and strengthen the company's eco system where female employees are supported in building successful and fulfilling careers.



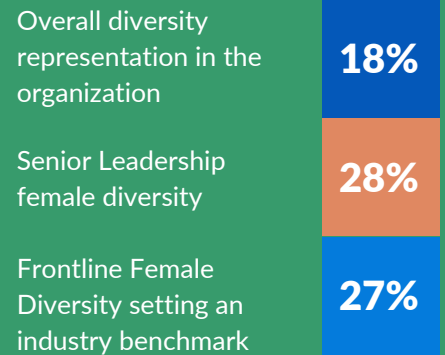
Furqan Ahmed Syed
CEO
PepsiCo Pakistan & Afghanistan

We are driving this agenda forward by taking the following initiatives:



- Partnership with government & private institutes to tap into the best frontline female talent.
- Focused approach on grooming & development of 3rd Party female associates for permanent PepsiCo positions.
- We provide on-site child care facilities at Head office and Sundar Plant. Locker rooms, common room and transport facility is provided to frontline females at our both plants in Sundar and Multan.
- PepsiCo offers six month paid maternity leave.
- Agile working for non-field roles.
- Driver Allowance for female field staff.
- Women Inclusion Network:** A platform for all professional company females to network bi-monthly and voicing opinions fearlessly to co-create agendas for culture improvement.
- Male Champions of Change Allyship** program helps senior male leaders to drive the inclusion and collaboration agenda with special focus to reduce barriers and challenges for diversity. PepsiCo Pakistan is also part of the Australian Male Champions of Change platform which helps benchmark and share industry best practices on Diversity, Equity, and Inclusion.

Through these initiatives, PepsiCo Pakistan has achieved:



Our attrition rates are three times lower than the industry which is a result of a strong culture of inclusion, enablement, and well-being.

With regards to economically empowering women in our communities, PepsiCo has launched the Rural Wonder Woman Program. It is an entrepreneurial movement that enables women to start their business and earn a steady income for their families. So far 120+ Wonder Women have been enrolled and are serving 55 villages with 520 outlets.

At PepsiCo, we are convinced that integration of women into local value chains, as employees or entrepreneurs benefit the socio-economic scenario of the entire country.



Dr Chaudhry Faisal Mushtaq TI
CEO



Dr Ali Raza Nemat
Director HR and OD

The foundations of TMUC are celebrating, diversity, creativity, vitality & excellence. Through a socially inclusive approach to transnational and higher education we focus towards incorporating inclusion and diversity in the organization by focusing on attracting and retaining talent that is representative of the communities where we operate and through continuous professional and individual development of our staff across our campuses nationwide. We are committed to creating and maintaining a harmonious, safe and positive working environment and has set clear guidelines to ensure the safety of all its learners, permanent staff and visiting faculty members.



Having an inclusive mission at an educational institution says something progressive and important about their campus that they value diversity and will allow their students to express themselves as they see fit.

One of the Initiative DEI

GEN D Nurturing a Digital Pakistan

As per the Digital Pakistan Policy, put together by the Ministry of Information Technology and Telecommunication (MoITT), the Government of Pakistan “strives to improve its citizens’ quality of life and economic well-being by ensuring availability of accessible, affordable, reliable, universal and high-quality ICT services.” To discuss, deliberate and debate on an implementation strategy for an effective Digital Pakistan, TMUC has organized a Symposium “Gen D Nurturing Digital Pakistan on 13th Oct 2021 at Islamabad. We invited corporate leaders, public sector representatives, academia partners, industry stalwarts, members of the media, start-up founders and incubation leads. TMUC always seek to bring in international and national experts to share their experience, latest research and acumen that will steer a positive, growth-oriented learning approach.



We are working to engrain equity in the organization by engaging, training, and supporting our teams through each stage of their lives at TMUC. Our training and development efforts begin from day one when a new hire joins the company through a comprehensive onboarding program for new employees to fully integrate them into our engagement efforts.

Department of Human Resource and Organizational Development ensures that employees are engaged as they progress into their careers at TMUC by setting individual goals, tracking growth and by providing learning and development opportunities through informative and enlightening platforms like Colloquia’s, Symposiums, Capacity- Building Trainings, Circle Talks. Forward-thinking organizations across the globe are working towards developing a well-balanced narrative around diversity and inclusion in the workplace. There is a lot of pressure on universities today to be more diverse and inclusive – not just in terms of race but also gender, age, ethnicity, social class, national origin, and more. Diversity for educational institutions means that the campus is viewed as a welcoming environment for anyone who wants to apply.





**MILLENNIUM
EDUCATION**

The Millennium Education

The Millennium Education is a leading Private Sector Education System from K-12 with schools and colleges across Pakistan. TME is committed to provide inclusive, diversified, and transparent education along with the professional development. This is an internationally recognized leading institute with wide professional development opportunities and provides an adaptive work environment where talent is benefited through Human Capital Management and collaborative Professional Development Courses.

At TME, we strive to provide broad, balanced, accessible, holistic and inclusive recruitment opportunities with an equal employment opportunities within the workplace for learning and development. Being a responsible employer of more than 1300+ employees, we know that diverse opinions and ideas enable us to achieve break-through result. Therefore, we seek to meet optimal learning environments that embrace this diversity. TME follows the recruitment and retention model together; we have a very streamlined and merit based recruitment process where each candidate is screened out through a valid and reliable academic assessment to measure their capabilities and skill set. At TME, we eliminate the discriminatory gender wage gap by taking the following measures: strengthening the recruitment and retention framework and its enforcement for combating all forms of discrimination in pay, recruitment, training and promotion; promoting pay transparency; ensuring that the principle of equal pay for equal work is respected and making it a hallmark of TME. We always promote the reconciliation of work and family life.

TME is one the most prominent institution that strives to recognize the contribution of all employees in development of an effective, adaptable, and capable educational eco-system centered around a culture of pride, innovation, and performance. TME's Millennium Institute of Professional Development always focus on faculty development that directly affects the quality of The Millennium Education and outcomes primarily through the knowledge, skills and competencies that are transmitted and encouraged by variety of training programs for diversity and gaining experience of different cultures, markets, values, and best practices as part of TME culture and practices regardless of age, marital status, and gender. Through these training programs the employees can contribute and implement best teaching and learning practices in classrooms.



The Millennium Education gives every educator the opportunity to gain qualified status and global recognition by indulging in the continuous process of learning and re-learning through diverse training programs proposed by TME.



Amir Ramzan
Country Director



Mark Crossey
Deputy Director



Basma Aftab
Equality Diversity Inclusion
Lead for Pakistan

The British Council has a robust Equality, Diversity and Inclusion strategy which is an integral part of the overall organisational strategy and is reflected in our vision, values, policies, and practices. We have embedded our EDI strategy and policy across all our areas of work by developing and implementing use of tools such as the Mainstreaming Guide, Questionnaire for Inclusive Events, Equality Monitoring Screening and Impact Assessment among others.

We work together to foster a strong culture of inclusion and belonging internally and externally through our senior leadership team messages, sessions led by HR team, and Diversity Lead, as part of induction of newly recruited staff and ongoing sessions for current staff. Our latest staff engagement series 'Stronger Together' covered areas such as racism, language barriers, gender bias and harassment. These themes are also a regular part of our staff townhalls and training sessions.

Thought leadership, research and insight is an important part of how we approach EDU, two research reports on disability in Pakistan produced by the British Council are regularly cited by the media and organisations all over the world.

Our EDI approach also determines how we engage with our partners externally hence our policies are regularly shared with all our partners, clients, customers, and suppliers.

From how we engage internally to how we work and deliver externally, equality, diversity and inclusion underpins everything that we do.



The British Council also proactively engages with diverse communities. For example Aawaz II; WOW – Women of the World Festival; and Attitude is Everything accessibility and inclusion seminars.



Aawaz II





Dunya Ko Bataa Do!



Aamir Hafeez Ibrahim
CEO



Syed Fakhar Ahmed
Chief Corporate & Regulatory Officer



Wajida Leclerc
Chief People Officer



Fahad Rehman
Head of Sustainability

At Jazz, our philosophy of You=Us is at the heart of our D&I philosophy. We believe that we perform together because of the uniqueness of our backgrounds and experiences. This philosophy is adopted across all verticals of Jazz to foster a more inclusive culture. Therefore, our sustainability agenda has a key focus on the digital enablement of youth, particularly women. As the market leader, Jazz aims to lead the inclusivity ambition in sustainability from the front aligning with Sustainable Development Goal (SDG) 5 i.e., gender equality which has played a big role in steering our sustainability initiatives.

Jazz, in collaboration with the UNDP and Prime Minister's "**Kamyab Jawan Program**" launched the SDG Bootcamps program to empower youth-driven social innovation in Pakistan. Through 20 nationwide SDG bootcamps, the aim is to engage about 800 social entrepreneurs from all four provinces of Pakistan. Competing enterprises will present innovative ideas and solutions to address social challenges focusing on the UN SDGs. Ventures with the most promising ideas and solutions will receive seed money to launch their vision in the field. This year, successfully completing the second cohort for the program a total of 131 social enterprises participated in the four thematic bootcamps with 29 participating under the education theme, 18 under health, 26 under climate action, and 33 under digital transformation. This cohort generated a highly impressive participation of 63% (82 women-led social enterprises) from women as compared to the 37% participation by male-led enterprises.

Jazz has also collaborated with The Citizens Foundation (TCF) to digitally transform schools across Pakistan. The collaboration introduced a blended learning curriculum, revamp of computer labs and digital school management system in TCF schools; enabling TCF to complete its digital transformation in the future and provide a robust learning experience for its students. The program also aims to train 12,000+ female teachers on technology and learning management across 1,600+ schools.

Jazz remains committed to its core values of innovation, collaboration, entrepreneurship, and customer obsession to contribute towards digital empowerment of Pakistanis, particularly women.





We are a proud life-sciences company on a mission to ensure that people living with a chronic disease can live a full life. We are inspired by life in all its forms and shapes, ups and downs, opportunities and challenges.

Our company is our people. We know that life is anything but linear and balancing what is important at different stages of our career is never easy. That's why we make room for diverse life situations, always putting people first. We want to ensure that every employee can achieve a work-life balance that supports their current priorities and where they want to go next.



Rashed Rafique Butt
Vice President & General
Manager

As an organisation, we actively follow & implement the Diversity & Inclusion agenda globally and here in Pakistan.

Novo Nordisk is the fastest growing Multinational company in Pakistan. As our volumes speak our growth, our culture cultivates a workplace that promotes gender equality and inclusion and ensuring female employee engagement and productivity.

Today, Novo Nordisk Pakistan proudly stands as the most gender diverse multinational pharmaceutical company in Pakistan with 21% diversity, this is attributed to our gender friendly culture and policies of the organisation.



Noman Javaid
Director People & Organisation

Our strong representative of our Diversity & Inclusion framework follows:

- A Visible Executive Leadership who plays a strong commitment on Diversity & Inclusion during townhalls, internal meetings, conferences etc.
- Policies and processes which supports to recruit the diverse workforce and provides a secure and safe environment to our field force, we are one of the top pharmaceutical company who provides car facility to our female field force on their first day of joining.
- Our strong dedicated WomenXchange Platform focuses on empowering females through various external speaker sessions, EmpowHer Series, leadership connect with female employees, celebrating diversity and via coaching and mentoring.
- Our inclusive culture enables employees to feel the sense of belonging to the organisation, the opportunity to speak up and share ideas on an open platform.
- Maximizing our talent across the organisation through dedicated career development plans. For past years, we are continuously building female talent to grow on managerial and leadership positions. There is a significant increase from past years.



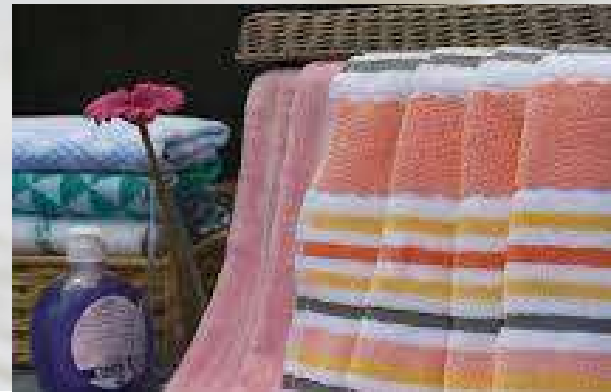
Novo Nordisk leadership ensures that encouraging and respecting diverse points of view create a climate that enhances our ability to communicate, work in teams and solve problem effectively.



FEROZE 1888 MILLS LTD

Weaving a Better World®

Being the leading Manufacturer and Exporter of specialised Yarn & Terry products in Pakistan, Feroze1888 Mills Ltd is dedicated to serve its all stakeholders, including customers, employees, suppliers, regulators, shareholders and society at large. With the strong commitment to our business philosophy of **3Ps (People-Planet-Prosperity)** we feel ourselves responsible towards long term sustainability of our world and the people in it.



We provide equal growth opportunities to more than 10,000 employees and aim bettering their performance in organizational setting by up-skilling and re-skilling them as per need. We are thoroughly engaged in offering learning interventions that our business strategy entails and engage them in long-term development plans through custom-made certification programs, classroom trainings, conferences, learning via digital settings etc.

Keeping in view the strategic goal, Feroze1888 focuses on human resource development by recruiting the best talent from local community and provides them learning culture along with healthy and safe working environment. To optimize organizational results we adopt inclusive approaches, build management strategies and styles that incorporate different perspectives, support cognitive, cultural and linguistic differences, and promote collaboration. Our selection in Forbes Asia 200 best under a Billion Companies list in August 2020 is true reflection of the efforts we are constantly putting in. We have taken upon us a mandate to ensure that all employees will go through minimum one learning intervention per year. Soft skills trainings are benchmarked at all grade levels and similarly there is a strong focus on the hard skills. In light of the same we are providing our employees, 4 month certification programs in Spinning and Weaving technologies in partnership with renowned education institutes. Quality Assurance Certification has also been introduced in 2021. The focus on employee development and growth is from the top level, where every quarter learning updates are presented to the Board of directors and monthly to the Executive Leadership team of Feroze1888 Mills Ltd.



Saira Halai Chundrigar
Head HR



Jamila Majid
Assistant Manager HR

Our leadership team is committed to promote DEI and galvanize company's values PROSPER (People Development-Respect- Ownership-Success will- Proactive-Excellence in Work-Reliability) in every action to achieve operational Excellence.

We celebrate the success of Global Diversity Equity Inclusion Benchmark Award in L&D category. We believe people are the real catalyst to bring any systematic transformation and investment in them can bottom line impact.





FEROZE 1888

Weaving a Better World®

Brand Promise

Feroze 1888 is the legacy of determination and passion; known for its magnificent specialized yarns and Textile Terry products across the globe. With our strong commitment to 3Ps (People, Planet, Prosperity), state of the art machinery & proficient and skilled human capital, we ensure highest standards and deliver excellence in all what we do.





Trainee Credit Officers Program

When it comes to accomplishing organizational goals or building a conducive workplace environment, the feminine touch and skills like empathy, intuition and optimism of women, work towards the benefit of the company. Encompassing an experiential learning approach through on-Job training and on-field assignments, Trainee Credit Officer (TCO) has an opportunity to interact with veteran colleagues and learn from their experience. A combination of proper clarification of job assignments before appointment as TCO, study material, field assignments, continuous mentorship by relevant field experts and supervisors; and evaluation discussions help refine and equip TCO to effectively learn and build career in this field and contribute in the growth of microfinance banks and FINCA Microfinance Bank Limited (FINCA). TCO program is for fresh graduate females only. It is a three-month duration program, with on job trainings and a stipend; at the end of the program the candidate is evaluated by the line manager on required parameters, the TCO is offered position of Assistant Credit Officer (ACO) on the recommendation of the relevant line manager.



Jahanzeb Khan
CEO



Manzoor Ahmed
Head HR, Training & OD



Sahar Al Hosban
DEI Gobar Lead



Benefits

- TCO program is aimed at accessing the best available talent for entry levels with an emerging career path.
- Fresh female candidates frequently possess the skill to unite people and draw together opinions and proposals. This competition favors the creation of teams and optimizes the decision-making process.
- This program will boost diversity leading to the teams that are more creative with improvements in productivity and innovation.
- These TCO's are helpful in increasing female customer uptake.
- The majority of women can multi-task and multi-focus. We assess their willingness and abilities during this three months period.
- TCOs have a greater willingness to communicate and receive feedback this contributes to solving disputes.



Outcome

FINCA started this program in September 2020 under Diversity & Inclusion initiative. TCO program got a fabulous response and we inducted 77 females as TCO till date. Seventeen females are under training while 60 TCO's have completed their three months duration. Out of these 60 TCO's 32 have been appointed as Assistant Credit Officers, thus a successful conversion ratio of 53%. The remaining 28 candidates have left the program either for their personal reasons or not felt themselves fit for the sales role and performance aspects. The program is really contributing in the strategic goals of diversity and business expansion of FINCA.



Inclusion in Action At Telenor



Diversity & Inclusion has always been a priority for Telenor Pakistan, specifically for gender, which remains at the core of our people strategy. Telenor Pakistan strives to increase female participation in the company through a multipronged approach which focuses on both increasing our numbers and providing them an inclusive environment to work in. That would mean females having the freedom to express themselves and realize their full potential whilst ensuring decision making regarding them is not clouded by biases, stereotypes & discrimination. Our efforts take place along the entire value chain of an employee, from attracting the best talent to ensuring their growth in the company. To this end we provide competitive benefits, ensure best-in-class policies that foster diversity & do extensive training & development of employees to ensure they are future ready.

Telenor staying true to its commitment of empowering societies and contributing to the country's socio-economic uplift has launched many initiatives to empower the females of Pakistan. One of our flagship programs is **Naya Aghaaz** through which we give an opportunity to females to return to work after a career break or had lost jobs due to covid. To empower females through the power of learning and development, Telenor in collaboration with World Bank launched Girls Learn Women Earn (GLWE) Program with the purpose of imparting creative problem-solving and digital skills to uplift women entrepreneurs and in partnership with Google, launched Digital Hackfair 2.0 bring the best female developers under one roof with an innovative focus on reshaping the face of business by eliminating stereotypes and obstacles faced by women. On top of this, developing our female employees with programs such as Mentorship where male mentors from different functions provided guidance to females to progress in their career, Female Forums dedicated to female succession planning and development, customized Female Leadership Journey and Job Shadowing for learning new skills, etc. has remained at the core of our inclusion agenda.

While cultural and mindset shift cannot be an overnight change, the success of our D&I initiatives has only been possible through top leadership buy-in and sponsorship which helps create the enabling environment and culture for women where they can thrive and rise in their careers. Through involvement of more men in reducing physical and cultural barriers, we anticipate a more gender inclusive Pakistan.



Irfan Wahab Khan
CEO



Oystein Bakken
CHRO



Osman Ahmed
Director OD (Acting)



THE NATION'S BANK EMPOWERING WOMEN



Leading the way in empowering women, NBP is proudly making dreams come true



Diversity Initiative at the Nation's Bank

Empowering Women across Pakistan

Pakistan has a fairly balanced male to female ratio of 106.02:100 which exhibits an almost 50% female population. This shows a huge untapped potential of female workforce that can be utilized for sustained economic development. The low rate of the female labor force in Pakistan is due to multiple reasons including but not limited to lack of access to safe transport, social norms, domestic responsibilities, differing job search methods, and a safe working environment. There has been strong evidence that gender equality can promote economic growth. Women's access to employment and education prospects also diminishes the possibility of poverty. Therefore, being inclusive and encouraging diversity at the workplace can benefit both socially and the economy.

At National Bank of Pakistan, our vision empowers us to view Inclusive development synonymous with sustainable growth that in turn drives us to remain the nation's leading bank. NBP management is focused on developing gender diversity initiatives that help in elevating morale and providing an inclusive work culture for women customers and employees.



Human Resources at the NBP is executing a 5-pronged strategy towards Gender Diversity and Inclusion Initiatives. This includes a holistic approach of inducting women in all areas of the Bank, providing logistics and facilities in branches/offices, development and growth opportunities for female employees, and sensitization training, in order to ensure a conducive work environment for women. This will consequently lead to motivating existing female staff while endeavoring to improve the team's diversity ratio. HR's Learning & Development Division is actively playing a pivotal role in bringing the culture of diversity and inclusion to NBP by conducting several interventions to eliminate Gender disparity.

The Bank's Gender Diversity strategy will be focusing on the following action plans in order to achieve our Diversity goals:

Listen: Counseling forum for female staff

Evaluate: Survey to assess female staff concerns & focus areas

Inform: Strong Communication by Management

Train & Develop: Focused career progression

To translate the above action plans into execution, an exclusive training program for women at NBP is being conducted which could simultaneously be used as a platform for career & professional development, personal grooming, combating workplace harassment, and as an informal counseling forum.



Arif Usmani
President



Asma Shaikh
CHRO



Hufrih Shroff
Divisional Head
Organizational Effectiveness

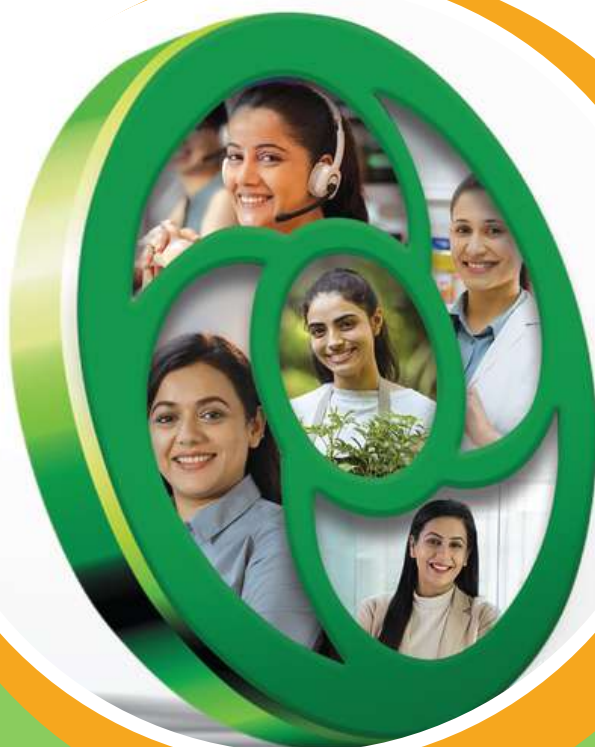
NBP, through its Learning & Development division, designed and developed a comprehensive program titled “Achieving Excellence” and rolled it across the country in the form virtual training sessions entirely for its female staff members to discuss challenges faced by women at the workplace and how to overcome them. Keeping the pandemic in mind, the training session was conducted virtually, allowing all participants to avail the training in a safe manner.



These candid training sessions work as a catalyst in elevating the morale of female staff which in turn improves processes & customer service and drives business success.

The response to this program has been quite impressive so far. Many participants have regarded this workshop as a much-needed intervention in these times. A phenomenal number of 999 women staff members attended these sessions in 2021. During these workshops, women are encouraged to share their experiences, the issues that they face, and how to deal with them. Head of Learning & Development, Saniha Jafri has personally taken a keen interest in the development and execution of this program and regularly dials into these sessions to share her personal experiences and challenges with the participants; she listens to their challenges as well and enquires on how to overcome them. Additionally, the participants are given details about the National Bank’s speak-up channel (Committee for Protection against Harassment at Workplace) in case of any unwelcome workplace harassment. These programs have created a channel of communication for women staff where they freely talk about their concerns and have feedback as well as community support while sharing them.

Recently, the NBP Learning & Development division also launched an awareness program on Gender Sensitization at the Workplace. Gender Sensitization at the workplace refers to the concept of gender sensitivity, identifying gender roles, recognizing the privileges and the disparity prevalent within genders, and foremost creating awareness related to gender equality. This training is aimed at creating awareness among staff for gender-sensitive behavior. The training program incorporates important subjects such as workplace harassment, representation of gender groups, gender stereotypes, gender balance, and gender equity. The achievement and efficiency of work environments to a great extent rely upon how employees regardless of their genders are treated there. In this setting, the connection among male and female employees is imperative to assess the development of a work environment. Above 300 staff members (both men and women) have participated in this program.



“

The Bank’s Learning & Development division launched an awareness program on Gender Sensitization at the Workplace on Feb 2022

”



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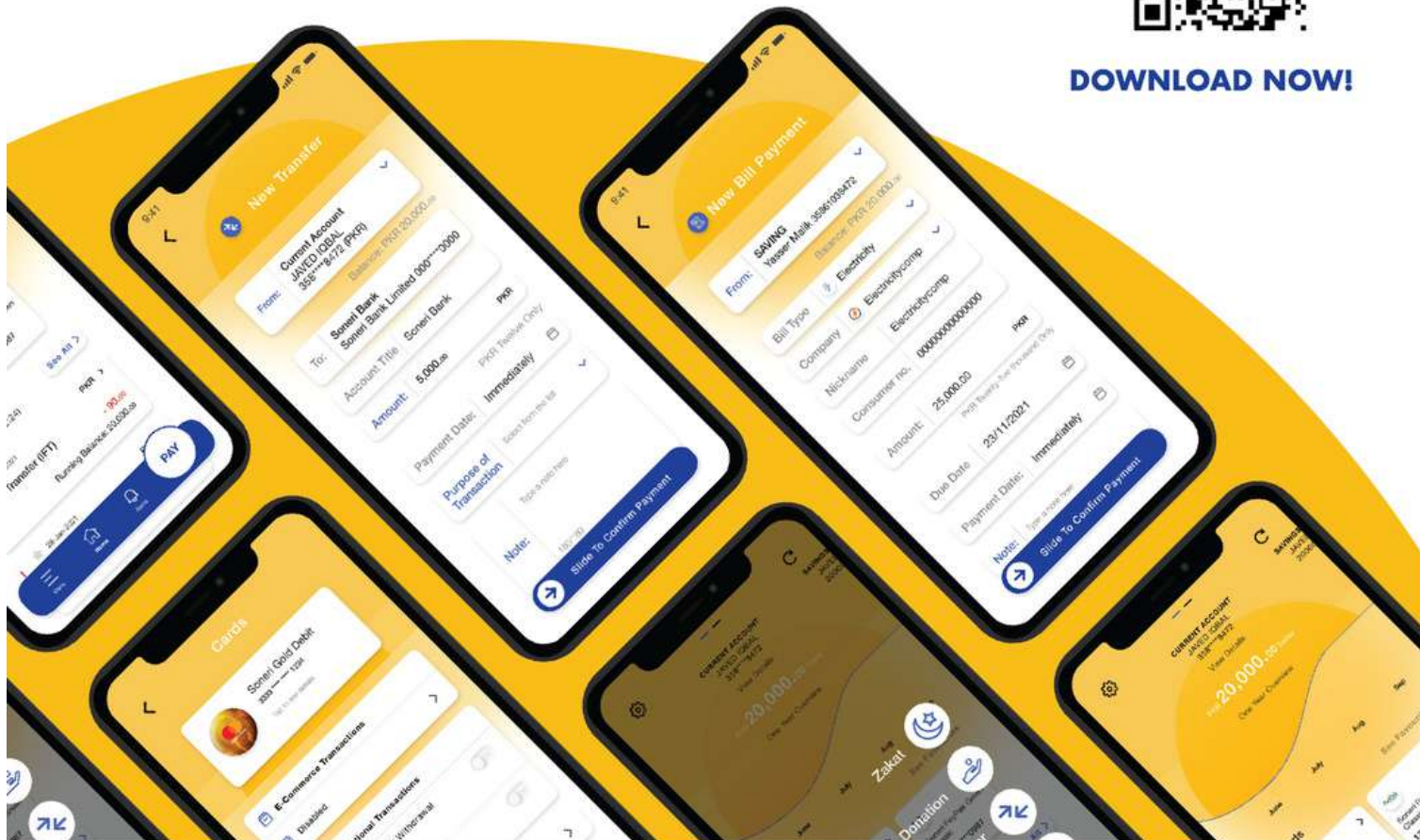
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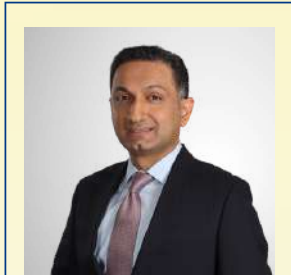
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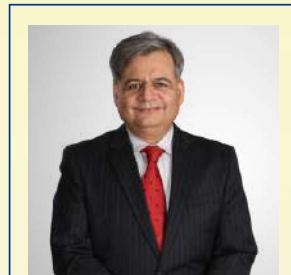
Soneri Bank
Roshan Har Qadam



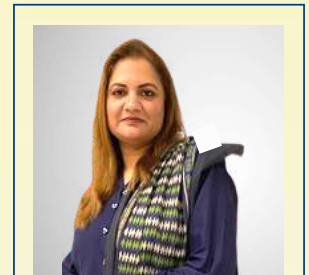
Muhtashim Ahmad Ashai
President & CEO



Amin A. Feerasta
Deputy CEO



M. Merajuddin Ahmed
Head of HR, Legal & General
Services, Human Resources



Saman Abbasi
Head of Learning & Development
& Chief Diversity Officer

From the shores of Karachi in the South to the mountains of Gilgit in the North, Soneri Bank is committed to provide financial solutions to entire Pakistan. With a network of over 370 branches both conventional and Islamic, and ATMs, we aim to provide ease of access in the most distant corners of the country, staying true to our brand promise of being '**Roshan Har Qadam**'.

We take pride in being the institution supporting economic empowerment for millions and enabling possibilities through innovation, as we strive to achieve financial inclusion of the unbanked masses. We partnered with SBP for the National Financial Literacy Program, to promote financial literacy and close gender gap in financial inclusion by maintaining a female participation ratio above 56% in 2020-2021, with an account conversion ratio of over 96%. For a prosperous Pakistan, we operate with a growth mindset that values diversity as part of our company culture.

Ingrained in our structure, we strive to improve the quality of life for the communities and customers we serve. We leverage technology to provide innovative financial products and services and deliver them effectively and responsibly. Our values serve as a guiding light and a framework for Soneri Bank to maintain a healthy workplace and a dynamic company culture.

The month of October was marked as Pinktober at Soneri Bank. The Bank also partnered with Shaukat Khanum Memorial Hospital for informative sessions directed at disseminating awareness about the prevention, symptoms, and treatment of Breast Cancer amongst employees and informative emailers were circulated amongst employees and customers. In addition, social media competitions were held to encourage viewers to spread awareness about the cause, participate in quizzes, and win exciting prizes.



At Soneri Bank Ltd., we value staff experience and strive to take steps that improve staff satisfaction. Our HR policies aim to promote a climate where the staff feels respected, valued, driven, and fairly treated. Our leaders are the role models, showcasing the right behaviors to create an enabling culture.

Soneri Bank believes in promoting and appreciating women at work. Gender equality remains a priority for us to ensure that we live in an environment free of discrimination. This year we celebrated the inspirational Women of Soneri Bank. We shared inspiring stories of our female colleagues who have been able to #BreaktheBias and have risen beyond boundaries. We already had female representation in our Board and this year, a female colleague has risen up from within the organization and reached the highest level of senior management and is a part of the Bank's Management Committee. We are continuously striving to bring more females to senior roles.

We understand the different dynamics of our female staff and to support them, we have improved our maternity leave, we are coordinating with day care centres across the country for childcare facilities for our staff, we are also coordinating with companies for transportation arrangements for our female staff.

The Bank invested in a Learning Management System (LMS), which was launched early this year. This LMS will allow staff the flexibility to undergo trainings at their available time and preferred place through mobile apps. This is in line with our aim to support our differently abled staff who can conveniently access the elearning moduLast year on International Women’s Day, we committed to help and support women in their development and progression to leadership roles. This year, we started the month of March with a commitment to help women of Soneri Bank Limited in their quest to grow, work towards their aspirations, move up the career ladder and assume senior management roles. We had a vision to provide a platform to the women of Soneri where they can openly discuss their aspirations, their problems, their self limiting beliefs and their struggles, and women with experience and proven track record of their leadership capabilities help and support them and become role models for them. To achieve this, we launched Parvaaz – Soneri Bank’s Women Development and Sponsorship Program.

To ensure that we are headed in the right direction, we acquired support from Industry experts and Leadership coach who is working with us to ensure that the Parvaaz is high and smooth. With Parvaaz, we aim to provide that platform, support and sponsorship that our women want from an organization, that ensures that women are treated with compassion and equity.

The Learning & Development Team has been conducting Gender Sensitivity and Workplace Harassment sessions for a very long time. We also signed an MoU with ConnectHear. ConnectHear team is supporting us with conducting PWD sensitivity trainings and training our staff for sign language to support our PWD customers to build a diverse, equitable, and an inclusive environment.

les from their homes and workstations.

Soneri Bank values diversity and inclusion as its driving force to become the employer of choice. The bank holds gender diversity, equitable opportunities, and differently able inclusion at the center of its DEI strategy. The organization has a keen focus on diversity and inclusion efforts based on the unconscious bias when it comes to its workforce. Being an Equal Opportunity Employer, equitable and transparent. Since last year, the organization has made conscious efforts in recruiting employees from diverse backgrounds and has automated the recruitment system to ensure transparency. Soneri Bank firmly believes in creating an enabling environment where women can work comfortably and confidently at all levels.



This is just the beginning of our journey towards a brighter and Roshan Pakistan!!



★ Category 11: Connecting DEI and Sustainability

Level 5: Best Practice

11.1 – DEI is seen as integral to the sustainability of the organization and its stakeholders. Sustainability is fully integrated into DEI strategies/initiatives

Engro Fertilizers Ltd. places great emphasis on the importance of DEI. A large majority of the organization's policies and initiatives are focused on creating a more diverse, equitable and inclusive workforce. By empowering women in remote regions, where there are almost no job opportunities for women, and training them to work for the organization, DEI is integral to the sustainability of the organization itself, as it relies on the workers that it mentors and trains.



★ Category 10: DEI Learning and Development

Level 5: Best Practice

10.3 – Learning and education addresses racism, anti-racism, sexism, white supremacy, privilege, internalized oppression, classism/casteism, homophobia, transphobia, religious bias, disabilities, mental health awareness, and other issues.

Engro Energy Ltd. has collaborated with multiple women's rights activists in Pakistan to help pass workplace harassment laws. With a DEI trainer within the organization, there have been many awareness trainings on sexual harassment and sexism, the first of their kind as sexual harassment as a topic is mostly considered taboo in Pakistan. Engro Energy Ltd. was also the first in Pakistan to have harassment handling investigation training, which essentially consists of three main trainings—unconscious bias training, civil workplace training (which elaborated further on how to control biases, and what constitutes as discrimination etc) and code of conduct sessions, all of which has contributed further towards creating a more inclusive and comfortable organizational culture.

★ Category 15: Responsible Sourcing

Level 4: Progressive

15.5 – The organization allocates a specific amount of what it spends on essential and non-essential goods and services from under-represented suppliers

Engro Energy Ltd. as a corporation places great effort towards finding and funding under-represented suppliers in the remote areas of Pakistan. The organization has provided women with socio-economic opportunities through giving them the chance to have financial independence, such as women in Thar through training them to make uniforms. The organization provides them with a consignment of almost 3000 uniforms which are then handed on to students in schools located in Thar. The organization, under vendor and supplier development, also launched an awareness and social mobilization campaign to educate local communities on the benefits of setting up a small business. To date, contracts worth 2.5 billion have been awarded to local vendors and contractors of Tharparkar since 2016.

15.6 – The organization is proactive in seeking and attracting underrepresented groups by informing both potential and established supplier about business opportunities

Engro Energy Ltd. focuses heavily on underrepresented groups within Pakistan and aims to empower them. They have multiple campaigns in place that align with the aforementioned benchmark— by informing, and encouraging, suppliers with business opportunities. For example, Khushaal Naari; this is an initiative taken by the organization to provide the women of Thar with socio-economic opportunities to help them become Engro's vendors. By training ten women so far to make uniforms and other forms of clothing which were then sold to schools, the organization helped an underrepresented group from a remote region of Pakistan. There are multiple other similar initiatives Engro Energy Ltd. has taken to support responsible sourcing within their organization, such as Kaargah, which allows rural artisans in Sindh (Thar) to earn a decent living by selling their handicrafts themselves, eliminating the middleman, and Meals on Wheels, which is a campaign that mentors and trains women on hygienic food delivery systems and operations, gives them seed-money, after which they can start providing fresh, healthy home-cooked food, with ethically sourced ingredients.



Category 1: Vision, Strategy, and Business Impact

Level 4: Progressive

1.10 – The organization has examined its organizational culture and created strategies to eliminate inequities and reduce barriers to inclusion

Engro acknowledges that, at the time of submission, a majority of their employees understood what DEI was as a concept, but not why or how it tied to business needs. They have been actively working on further integrating programs, practices, and infrastructure into the organization, so as to engage employees and ensure that they start to view DEI as essential towards driving their performance within the organization.

Examples of this include strategic hiring and pilot campaigns such as the Break ke Baad apprenticeship program for women returning to work after a significant period of time, or the Empowher series meant to inspire women within the organization, or the multiple trainings and seminars on the nuances of the GDEIB, such as sensitization and unconscious bias trainings, or work within the organization, from the organization, such as salary gap analysis and newly revisited and reintroduced policies that are female and differently abled friendly.



Category 4: Recruitment and Development

Level 5: Best Practice

4.2 – The organization's reputation for quality DEI efforts enhances its ability to attract diverse and underrepresented employees.

Recruitment is one of the main factors that determine how inclusive and diverse an organization is. Engro Corporation Ltd. goes out of its way to ensure that their hiring

process is equitable. The Transgender employment program is one way in which the organization is attempting to do this— having successfully employed two trans persons at the Head Office while ensuring a safe working space, Engro Corporation is now attempting to identify roles where the trans population can be hired, trained and developed.

Alongside this, they will be making necessary infrastructural changes and will be sensitizing the workforce for the comfort of their future employees. This will also help attract transgender workers to join the company, as the HR manager will also be having frequent check-ins with the trans employee to evaluate and facilitate them if needed.



Category 3: DEI Structure and Implementation

Level 5: Best Practice

3.1 – The most senior person responsible for DEI is an equal and influential partner on the senior leadership team

Nestlé Pakistan's DEI efforts can be recognised in that the DEI steering committee itself— which essentially oversees and monitors DEI initiatives, diversity KPIs and progress/alignment on action plans within the organization— is headed by CEO Mr. Samer Chedid and the market diversity champion is Mr. Abdullah Jawaid, business executive officer, who is also a part of the top leadership at Nestle Pakistan, and an equal and influential partner on the senior leadership team.



Category 4: Recruitment and Development

4.2– The organization's reputation for quality DEI efforts enhances its ability to attract diverse and underrepresented employees

has multiple platforms in place to help create awareness amongst the female youth and mothers, equipping them with the required skills and experience to jumpstart— or restart— their careers, such as **Kero Aitemad and Phir se Ker Dikhaio**. Through Kero Aitemad, Nestle attempts to break stereotypes by enabling women to occupy positions in functions where female count is generally low. The program, also liaisons with universities to create awareness amongst graduating female students, sharing stories and experiences of the women that joined Nestle's workforce to encourage them and foster an ambitious mind-set, while the Phir se Ker Dikhaio program provides women on career breaks with opportunities to connect them back with their work-life.

In addition to the organization's gender diversity efforts, Nestle is creating opportunities for differently abled talent in the market. An example can be seen in their most recently launched platform; Hay tum pe Yaqeen. The platform enables differently abled persons to see the possibility of their abilities and inspire themselves and others. They are hired on one-year trainee programs on positions over and above the existing headcount, and Nestle's facilities, over the years, have been improved upon to be more accessible for the differently abled and more projects to ensure inclusion and accessibility have also been added to the pipeline. All these efforts have enhanced the organization's ability to attract diverse and underrepresented employees— through Kero Aitemad alone the organization has seen a 33% increase in permanent roles for female employees.



Category 14: Marketing and Customer service

Level 4: Progressive

14.5 - The organization successfully incorporates marketing, sales, and distribution strategies to meet the needs of diverse customers

Nestle Pakistan successfully incorporates the needs of its diverse customer base by keeping cultural norms and sensitivities, language and demographics in mind when designing their marketing campaigns. Research intensive customer base data is used for their distribution and even pricing products. The data is collected from a variety of different demographics to have the right mix of customer base. The results of the research show the teams the indicators for success, especially when it comes to having customers from a spectrum of communities that Nestle Pakistan intends to serve. Multiple segmentation studies help in understanding different consumer groups for relevant categories.

The organization does not only look at the paying power of the customer but is more holistic and leans towards consumer lifestyles, life stages, behavior, attitude and consumer psychosocial tendencies. This results in having the brand strategy sit right in the middle of the consumer's lives. The program 'Sehat Sawaira' includes its more rural customer base, creating not only socio economic impact but also making sure that there is the much needed awareness on health and nutrition for the less privileged. The program helps educate citizens of the country on health benefits of keeping nutritional properties in check when considering food off the shelf.

HBL



Category 10: DEI Learning and Development

Level 5: Best Practice

10.1 – DEI is integrated into all learning offered internally and externally

Making gender diversity a corporate priority, HBL has multiple seminars and trainings in place to ensure that all their employees are up to date with DEI related issues, concerns, and topics. This can be recognized through, for example, the diversity intelligence trainings carried out in 2015 and 2016 in collaboration with the IFC, or the CDC UK's four 2.5 hours long seminars specifically catered towards HBL's senior management. This seminar is split into four parts—ways in which a gender inclusive focus can drive revenues and growth opportunities for business; understanding why and what biases exist in the workplace and that it is always possible to change behaviors, if not opinions; the different roles and responsibilities senior leaders can take on and champion in order to lead efforts that will improve gender diversity and, lastly, focusing on specific gender targets and action plans on how to achieve them.



Category 13: Services and Products Development

Level 5: Best Practice

13.3 – the organization contributes to equity by creating services and products that advance social and economic progress

HBL offers many services that contribute towards equity, advancing the social and economic progress of the organization's customers—the most relevant example being that of HBL Nisa, a banking platform dedicated solely towards the women of Pakistan. The HBL Nisa savings account caters to the saving needs of individual and sole proprietor women, enabling them to be prepared for future expenses.

Most recently, **HBL Nisa** launched Hum Nisa, an award program aimed at recognizing women across Pakistan who are strong independent members of society. These awards will acknowledge and celebrate women that have persevered despite challenges. HBL has also partnered with CIRCLEwomen on the SheLovesTech2021 campaign, which is in line with the organization's vision to create equal opportunities and foster an inclusive ecosystem—this partnership will enable female entrepreneurs and support women-led tech startups in Pakistan.



Category 6: Job Design, Classification, and Compensation

Level 5: Best Practice

6.4 - Performance, pay, bonuses, and promotions are tied to a variety of DEI measures

Placing their focus on improving the gender ratio within the organization, the HBL Microfinance Bank has made an active effort to ensure that the promotions, pay and bonuses they offer aligns with the relevant DEI measures. By specifically ensuring that promotions and bonus payouts are offered based on performance alone, the organization has created a more equitable environment for its employees. A higher percentage of increments are allowed at lower junior positions, field staff are given job-specific incentives and allowances, and staff working from home are given an additional allowance in their monthly salary, which, during COVID-19, was extremely beneficial towards employees. As per promotions policy, at least two years with the company is one of the eligible criteria for promotions and last year, 9.8% of employees were promoted in the annual promotion cycle, showing a lack of bias and equal opportunity for employees, within reason.



Category 11: Connecting DEI and Sustainability

Level 5: Best Practice

11.1 - DEI is seen as integral to the sustainability of the organization and its stakeholders. Sustainability is fully integrated into DEI strategies/initiatives

Standard Chartered has the potential to be a leading innovator and champion of change. Recognising this, the organization has launched Chapter 3 which calls for taking a stand for climate change, wider inclusion and greater globalization. The three stands of this agenda are accelerating zero, which is about supporting clients to reduce carbon emissions while ensuring economic growth with the higher objective of achieving net zero emissions on the planet; lifting participation, which is about driving participation of women and small business into the organization's core markets with the objective of better living standards for people; and resetting globalization, wherein the organization aims towards a more inclusive economy and better working and environmental standards.



Category 12: Community, Government Relations, and Philanthropy

Level 5: Best Practice

12.1 - The organization is explicit in living its DEI values and actively supports, invests in, and advocates for DEI-related initiatives in the community, government, and society at large

Standard Chartered Bank Pakistan Ltd. is dedicated to the sustainability pillars and elevel sustainability aspirations that they have placed on themselves, for themselves. An example of this can be seen through the organization's Seeing is Believing initiative which aims to tackle avoidable blindness and visual impairment that inflicts Pakistan. Standard Chartered has surpassed the \$100 million target for this initiative two years ago, having conducted over 500,000 sight restoring surgeries and trained over 85,000 female healthcare workers all within that time frame. They have also created programs focused on education, employability and entrepreneurship to support the disadvantaged, underprivileged youth of Pakistan from low-income households, such as # SCWomenInTech which has a clear objective of providing a financially inclusive environment for females, all of which shows the organization's enthusiasm for DEI-related initiatives and their active support.



Category 3: Structure and Implementation

Level 4: Progressive

3.8 - the organization provides resources, staffing and support to help ensure implementation of its DEI strategy

AGP Ltd.'s formal strategy plan in 2021 was to increase the number of females within their field force. Currently, thirty female field officers have been hired all across Pakistan and they have been provided with all necessary resources to ensure that they have an enabling workplace environment, along with the optimal work-life balance necessary for their mental and physical stability.

Additionally, to ensure that all DEI related initiatives within the organization are implemented properly, the HR department has a dedicated DEI council, which is provided with the budget and support required for them to be able to execute aforementioned initiatives and oversee their implementation. This stands as a testament to the organization's commitment towards its DEI agenda.



Category 7: Work-life Integration, Flexibility, and Benefits

Level 5: Best Practice

7.1 - The organization's policies and practices regarding benefits, work-life integration and flexibility must meet the organization's commitment to decent work, psychological safety, and respect for human rights

AGP Ltd. has ensured that there are multiple policies in place that have been designed, specifically, to ensure that employees are being provided with a decent working environment in which their psychological needs are being accommodated. Examples of this include the Flexible Time policy, which provides employees with a decent working environment in order to help people maintain their work-life balance by giving them the opportunity to organize work around their personal errands and commitments, instead of having to place work before their life—which is an issue which could have potentially caused employees' significant psychological distress. There is also an in-house day-care facility, as the company is committed to ensuring that parents in the company should not have to choose between family and work.

Additionally, as AGP Ltd. is a pharmaceutical company, it provides employees access to free mediation and has signed MOUs with clinics in order to be able to give their employees benefits and discounts. Both permanent and temporary employees are given health insurance, group life insurance, and access to all essential services provided by the company. For example, due to the recent pandemic, employees were provided COVID-19 vaccine for themselves and their immediate families. They have also placed an in-house medical panel to facilitate employees.

7.2 - A comprehensive range of flexible benefits and services, including education, counselling, and physical and mental health services are provided equitably to all employees whether permanent or temporary

AGP Ltd.'s HR management policy states that all individuals will be treated fairly, respectfully, and equitably. All employees are to be given equal access to opportunities and resources in order to make sure they willingly contribute fully to the success of the organization. Healthcare benefits are provided to both permanent and temporary employees, and there is also an in-house medical panel specifically in place to facilitate employees. With benefits like the aforementioned healthcare, an education scholarship policy for all employees and an open-door policy to provide equitable counseling to all employees, AGP Ltd. offers a comprehensive range of flexible benefits and services to their employees—the provision of COVID-19 vaccinations for employees and their family members being one of the most prominent and recent relevant examples of this.



Bank Alfalah
The Way Forward



Category 1: Vision, Strategy, and Business Impact

Level 4: Progressive

1.7 - The organization's DEI vision and goals to embed equity, prevent harassment and oppression are part of the organizational strategy

Bank Alfalah has a clear DEI strategy set in place which places great emphasis on analysing disparities in salaries, ratings, increments, etc. These analytics are then shared with the senior management, and they are also regularly updated about all future action plans set in place to reduce said disparities. How to handle harassment, unconscious bias trainings for line managers, how to conduct impartial interviews, trainings on whistle blowing, and self-development e-learnings are just a handful of examples of the types of e-Learnings and trainings the organization places focus on.

They have also launched multiple campaigns and sessions within the organization, such as the Launch Men As Allies. Launch Sponsorship Program for Women, etc. They have also continued to host SheLead engagement sessions for women, which help to develop career paths and plans for women and differently abled employees. There is also a separate channel of communication established to allow differently abled employees to express their concerns, as well as one for women to give them a safe space to talk about issues. Their Other Corporate Ethical Policies, however, ensures that there is a strict and extensive anti-harassment code of conduct for all employees to follow by having awareness sessions about the code of conduct itself.

1.10 - The organization has examined its organizational culture and created strategies to eliminate inequalities and reduce barriers to inclusion

Bank Alfalah has many surveys and questionnaires the organization regularly partakes in that allow it to be aware of any biases or inequalities within their organization. Examples of this include new joiner surveys, focus groups and, most prominently, the Happiness and Engagement surveys, which are based on six factors—mental well-being, emotional well-being, workplace support and so on—which allow them to identify where, if there are any, the barriers to inclusion and equity are within the organization, and to analyze how their employees feel about any DEI related actions the organization has partaken in.

Additionally, the organization conducts Attrition Analysis to monitor the amount of people leaving the organization yearly, in order to ensure that the culture is working. In an effort to ensure that there is no issue on the organization's part, in-depth interviews with females and differently abled employees to unearth why they're resigning, taking their feedback or suggestions on how to create a better environment for the future and remaining employees, along with ensuring that action, if necessary, is taken, depending on what is revealed through the interviews.



Category 8: Assessment, Measurement, and Research

Level 4: Progressive

8.6 - Integrated, multiple approaches to monitoring and evaluating DEI goals are implemented to track their impact, outcomes, and effectiveness

Taking many steps to be able to ensure that their DEI efforts are being implemented and are effective, Bank Alfalah has been planning to introduce DEI analytics to review the proportion of female and differently abled employees according to departments, salary grades, cities, regions, age groups and key job families. Having finalized their DEI council—which would constitute of senior leadership with equal representation of all stakeholders—the organization plans for this council to discuss Bank Alfalah's DEI progress and future action plans in meetings. The aforementioned exit interviews of females and differently abled employees are also another approach towards monitoring and evaluating the effectiveness of the organization's DEI goals.

8.7 - the organization invests in research to study DEI for both internal and external purposes

Many of Bank Alfalah's employees have partaken in the Global Diversity, Equity, and Inclusion Benchmarks certification program to improve their knowledge on DEI matters, funded by the organization itself. This was a comprehensive virtual program which was conducted for fourteen weeks, covering all 14 categories of the GDEIB. These employees have been putting their knowledge to good use and teaching other employees as well. Additionally, before introducing any initiatives, market research and global best practices are invested in to ensure that impactful initiatives, products, and services are being introduced towards Bank Alfalah's diverse workforce and customer base.

**Category 9: DEI Communications****Level 5: Best Practice****9.1 - The organization is known for its high-quality DEI initiatives that are regularly communicated internally and externally enhancing the organization's reputation**

The organization posts about their DEI initiatives both internally and externally, as an effort to brand Bank Alfalah as a diverse, equal, and inclusive employer.

Internally, they have multiple sources through which the organization can convey their DEI initiatives, such as the staff tv screens, (DEI initiatives are promoted through desktop servers) HR quick connect, (a one-click solution to give employees quickly access all HR related documents) HR helpdesk (employees get assistance in all HR related matters, with responses to queries within twenty-four working hours).

Externally, the organization is present on multiple social media platforms, promoting their campaigns and other DEI programmes on each, such as the internal campaign Bank Alfalah ran for Women's Day, in which employees are encouraged to discuss how they have broken gender stereotypes in the workplace, or the #WomenWhoInspire series, where the female leaders inspired young females to pursue their ambitions and career goals by speaking about their own experiences in the workforce.

**Category 8: Assessment, Measurement, and Research****Level 4: Progressive****8.6 - Integrated, multiple approaches to monitoring and evaluating DEI goals are implemented to track their impact, outcomes, and effectiveness**

Faysal Bank has planned many approaches towards fulfilling DEI goals. In terms of recruitment and advancement, they are currently aiming to increase the female ratio of employees to 26% and the differently abled staff to 2-3% by the end of 2024. Leadership plans are in place to create discussion and increase awareness about inclusiveness and the importance of inclusivity. The DEI council is to implement initiatives that will be assessed periodically, and there will be an active attempt to minimize bias in assessments. For example, after finding that branches with female staff are **23% more profitable**, this information is to be monitored on a six-monthly basis in order to ensure consistency. Policies and procedures will be implemented by product departments based on SBP policies on gender mainstreaming and PWD.

**Category 3: DEI Structure and Implementation****Level 5: Best Practice****3.2 - DEI is integrated into core organizational structures, policies, systems, and practices**

From placing a separate budget to establish a female day-care center (Gulshan-e-Hadid) a female guest house for women from other cities visiting other branches of the organization and placing ELSA packages for women to wear in case of gas-leakage at the plants, to launching a development plan on Women's Day 2020, which aims to help women network and learn, in an attempt to start courageous conversations among women and to help women in different leadership roles, mentor and support one another, and an all-female yearlong coaching program designed to help women learn and mentor them in order to help them gain promotions.



PEPSICO



Category 4: Recruitment and Development

Level 3: Proactive

4.9 - Interviewers conduct culturally competent interviews

PepsiCo Pakistan understands the importance of reaping benefits of being inclusive and to enable its female employees to work in a conducive environment. By developing and launching gender intelligence workshops line managers and senior colleagues are counseled and are sensitized to a pro women work environment. Policies that ensure maternity leave and cover, allowances that support women at work. Child support for parents.

The detailed reviewed hiring process was revised and the new leadership framework now enables managers to hire inclusively as the recruitment policies ensure that a diverse group of people apply and the screening process includes a committee of all geographical and gender representation. The new recruited employees for the past two years can be evidenced for the same.



Category 7: Work-life Integration, Flexibility, and Benefits

Level 5: Best Practice

7.1 The organization's policies and practices regarding benefits, work-life integration and flexibility meet the organization's commitment to decent work, psychological safety, and respect for human rights.

PepsiCo Pakistan's guiding principles provide that the organization respects others. Respecting the human rights of our employees, along with those in the value chain and the communities in which PepsiCo operates is the cornerstone of their Human Rights policy. The policy reflects the principles contained in the International Bill of Human Rights, International Labor Organization Declaration on Fundamental Principles and Rights at Work, the United Nations Global Compact and the UN Guiding Principles on Business and Human Rights, and this policy applies to all PepsiCo employees and joint venture employees over which PepsiCo has management control.

Recognising the importance of maintaining and promoting the fundamental human rights of employees, PepsiCo operates under programs and policies that promote workplaces free of discrimination and harassment, provide fair and equitable wages, benefits and other conditions of employment in accordance with local laws, etc. PepsiCo also recognizes an employee's right to freedom of association and collective bargaining; failure to adhere to PepsiCo's standards of conduct may result in disciplinary actions, up to and including the termination of employment.



Category 10: DEI learning and development

Level 5: Best Practice

10.1 - DEI is integrated into all learning offered internally and externally

PepsiCo has taken many initiatives to mentor, develop and retain diverse talent; through cohort-specific leadership development, by expanding unconscious bias training globally to build awareness and capability. One of the main initiatives undertaken by PepsiCo Pakistan is the Rural Wonder Women Program, which aims to help and support women to get quality access to work. An entrepreneurial movement that empowers women to start their businesses and earn a steady income for their family, this program enrolls women as ambassadors and agents for the company. Provided with classroom training and on-the-job training, these women are equipped with the technical expertise to make efficient business decisions and warehousing solutions. To date, fifty-three "Wonder Women" have been empowered and become successful entrepreneurs.

Outside of this, PepsiCo has set up gender intelligence and inclusive leadership training campaigns, hybrid learning interventions— virtual classroom sessions, for select employees— and other initiatives taken for learning and career growth.



Category 9: DEI Communications

Level 4: Progressive

9.6 – The purposes of DEI initiatives are clearly stated, and communication strategies are adapted for different stakeholders

PTCL's DEI vision, mission and goals are posted on the company's official internal social media platform, Workplace, for all employees to see. Content on the organization's DEI initiatives is regularly shared and communicated with employees through a multitude of mediums, such as the Weekly HR Bulletin, digital screens that project video content for employees across fifty connected screens across all regional offices, and specific messages are disseminated through broadcasts, etc. PTCL also places an emphasis on ensuring that language is adapted based on where the message is being directed to.

9.10 – The organization proactively addresses socially-charged issues and events related to DEI internally and externally, including on social media

PTCL provides an open communication channel to all employees and uses Workplace as a communication tool, through which PTCL runs an internal awareness campaign in order to educate employees about diversity and inclusion related terminology and attempts to provide them with a working knowledge about diversity, equity and inclusion across the company, these workshops ensure a culture of acceptance and recall value that need reiteration. With a weekly diversity talk at PTCL group, the organization is able to cover a vast range of topics revolving around DEI requirements. One such example is of their recent awareness campaign around disability sensitization, which helped equip staff with the knowledge necessary to deal with the upcoming batch of **Justuju interns**— which was mainly comprised of specially abled people.

Having also created a virtual club for all female staff, PTCL is undertaking initiatives to take care of the health and well-being of all women working under the organization. Aptly named the **"Pink Club"** ambassadors from the club are appointed at all regions and zonal offices as representatives of the cause for DEI-related women-centric initiatives, including multiple campaigns about serious topics such as PCOS awareness, breast cancer awareness, etc.



Category 12: community, government relations, philanthropy

Level 4: Progressive

12.7 – The organization's community investment supports those most in need

Aiming to bridge the economic and technological gap through their CSR interventions, PTCL is making conscious efforts to achieve parity. PTCL'S CSR strategy entails that the organization supports the most impoverished community groups across Pakistan.

For example, PTCL's **Razakaar**— the company's employee volunteer force— started the year with a nationwide clothing drive to collect goods for the poorest of communities in collaboration with the **Akhuwat Clothes Bank**. The volunteer force also recently arranged open-air picnics for a thousand underprivileged children across multiple parks in Pakistan under the "A Day in the Park with PTCL Razakaars".

12.8 – The organization supports scholarships, paid internship programs and/or apprenticeships for underrepresented populations

Launched in 2021, the **Justuju Internship** Program for Persons with Disabilities is PTCL's six-week paid internship program created to make an effort towards effectively mentoring young graduates on vital employability skills that will help kick-start their corporate career. Each intern is assigned with a PTCL mentor who looks after their accessibility requirements and ensures their personal and professional development over the internship tenure. This is an example of just one of many programs under PTCL.



Category 2: Leadership and Accountability.

Level 4: Progressive

2.6 - Leaders promote DEI initiatives, communicate the strategy, and provide recognition for DEI champions and advocates

Allied Bank made a conscious effort to ensure that their middle and junior management, the “upcoming leaders” of their organization, consists of a diverse body of workforce, along with an inclusive board of senior management. Placing an emphasis on gender diversity, Allied Bank has seen a rise in the representation of the female workforce in both executive and managerial positions. Additionally, Allied Bank has created an Anti-Harassment committee in order to create a gender sensitized environment.

With a high ratio of females present within all core fields, Allied Bank also has created the **Allied Leadership Talent Pipeline (ALTP)** in an effort to increase the learning curve of younger staff. ALTP is aimed at highlighting future leaders based on performance and their data-driven decisions. By eradicating as many barriers as possible, ALTP aims to nurture the personal and professional growth of individuals, to help develop better career paths, etc. One of the ways ALTP does this is through regular trainings.



PHILIP MORRIS
(PAKISTAN) LIMITED



Category 5: Advancement and Retention

Level 4: Progressive

5.10 - The organization has established mentoring and/or coaching processes to help ensure advancement and retention

Philip Morris Pakistan is a strong proponent of retaining its competent employees. The organization understands the importance of advancement and retention. By establishing a mentoring and coaching program for women, working at Philip Morris gives the women an opportunity to self evaluate their development needs. The program is developed in a way that through its detailed structured questionnaires you can reach quantifiable data on questions that help you self reflect on your performance. Mentorship programs give equal opportunity and access to leaders in fields that the female colleagues are interested in. Mentors help the employee to shadow them and to give them best practices and introduce them to different areas and opportunities to professional development platforms.

The kind of networking that the employees get to do because of the mentorship program widens their horizons and gives them learning and real time professional development. Cross-industry mentors also ensure that no one is limited by the inevitable bias that would be caused by what their line manager thinks about them.



Category 7: work-life integration, flexibility, and benefits

Level 5: Best Practice

7.1 - the organization's policies and practices regarding benefits, work-life integration and flexibility meet the organization's commitment to decent work, psychological safety, and respect for human rights

Philip Morris Pakistan Ltd. has policies that are inclusive, flexible and focus entirely on creating a more diverse and gender-balanced organization. Striving towards improving and caring for their employees' physical and mental health, in addition to their medical insurance and other health benefits, Philip Morris Pakistan Ltd. aided its employees in coping with their daily lives through initiatives like a free mental health helpline under the Employee Assistance Program, free of cost accessibility to doctors under Sehat Kahani, mental health coverage, yoga sessions, podcasts on wellbeing and emotional resilience, etc.

During COVID-19, employees were also given the option to work from home, and only a limited number of employees came to the office. The organization also initiated Smartwork through which employee's job descriptions were evaluated and they were given work models accordingly to promote flexibility.

HRSG

**Category 13: Services and Products Development****Level 4: Progressive**

13.7 - Culturally responsive products and services, such as engaging a traditional healer in a hospital, Sharia-compliant financial products, and products for left-handed users, are accepted and provided

Providing a diverse range of business solutions to its clients, namely labour outsourcing, recruiting and consulting services, IT solutions, employee healthcare solutions, building and maintenance solutions, logistics and legal services, HRSG is culturally responsible and fine-tuned to the problems and concerns of the organizations within Pakistan. With a diverse client base of 400+ clients from multiple industries, HRSG caters to the diverse cultural base of Pakistan. HRSG manages to maintain a gender balance while recruiting for various clients, as well as ensuring that there is strong female representation at various organizations.

HRSG has also taken the initiative to start the 100 days, 100 lives mentoring program, which intends to mentor and place differently abled individuals at vacant positions at different organizations to help promote inclusiveness and diversity, at the end of which HRSG will also be hiring individuals internally. An example of one of the inclusive services being offered by HRSG is their HRMS Decibel which is offered in English, Urdu and Arabic languages to all clients and employees in Pakistan and Middle Eastern markets.

**Category 4: Recruitment****Level 4: Progressive**

4.6 - The organization effectively recruits from representative labor markets

The Millennium Education group has emerged as one of the largest female employer group in Pakistan with more than **43% staff** being female and women are at senior positions. Teaching and Learning being the core of the service and business, TME HR looks closely at working with the female population. The HR policies (like maternity leave, day cares, staff child benefit etc.) and the organic flexible work environment help recruit and retain female workers. The recruitment is based on merit and set criterias that enable and support female recruitment. The recruitment drives ensure all segments of the female population are welcomed. The onboarding module is very encouraging of staff that may even lack certain digital, communication skills because the modules later help in developing the same for its employees, setting them up for success.

**Category 7: Work-life Integration, Flexibility, and Benefits****Level 4: Progressive**

7.8 - An inclusive concept of family that is multicultural and non-patriarchal guides family-friendly policies including childcare and eldercare, emergency care

JS Bank understands the concept of family is wider and broader than what is usually acknowledged by company policies, which has led to the organization actively making an effort to be inclusive. Paternity leaves for fathers, easy access to daycare facilities for all employees, prayers rooms made available for women after conducting a nation-wide survey in order to be able to identify where a prayer room was needed, along with accessible washrooms and lactation rooms, etc. are just a handful of examples of the initiatives taken by the organization. **Reboot**, a program in which women who took a career break could rejoin the workforce virtually from any remote location, is another way through which JS Bank has made an effort to be inclusive and non-patriarchal, as the program ensures an adaptable return to work to allow the employee to work while also taking care of their dependents.



Category 13: Services and Products Development

Level 4: Progressive

13.7 - Culturally responsive products and services such as engaging a traditional healer in a hospital, Sharia-compliant financial products, and products for left-handed users, are accepted and provided

U Microfinance Bank Ltd. has, working with Ufone, created Upaisa, which allows consumers to make payments, fund transfers and mobile balance recharges at their own convenience, kick-starting the concept of branchless banking in Pakistan. They have also started lending products and services such as **agricultural loans, apna karobaar loan, livestock loan, motorbike loan, pension loan, etc.** which are all relevant to the needs of the average Pakistani consumer. U Bank Home Loans, as well, offers a subsidy scheme to businesses and salaried individuals alike for purchase of a new house or flat, or the construction of a house/ extension of an existing home.



Category 10: DEI Learning and Development

Level 3: Proactive

10.15 - The organization encourages cultural celebrations and organization-wide activities that combine social interaction with DEI learning

TPL Corp. makes a conscious effort to include organization wide-activities that combine social interaction with DEI learning through webinars on managing diversity and inclusion within teams, and the workforce as a whole, on empowering female employees within the workforce and through disability inclusion sessions which attempt to increase awareness and sensitize their employees in order to build the capacity for healthy, proper interactions with the differently abled.



Category 6: Job Design, Classification, and Compensation

Level 4: Progressive

6.6 - There are measures in place to ensure that the role, authority, decision making, and benefits of a job do not change when a member of an underrepresented group is appointed

NCCPL strives to follow a predefined pattern of employment principles in all its employment activities to ensure standardization in all recruiting practices and procedures. Employment Principles, as per NCCPL policy, is to provide equal opportunity in all aspects of employment because of age, disability, marital status, ethnicity, religion or gender. In order to ensure that these efforts are having a worthwhile effect within the organization, NCCPL also has employee satisfaction and engagement surveys in place to help them identify their areas of strength and weaknesses.



Category 4: Recruitment

Level 3: Proactive

10.15 - The organization encourages cultural celebrations and organization-wide activities that combine social interaction with DEI learning

TMUC is a progressive educational institution. With a niche market segment looking after Transnational Education, recruitment for TNE HE is a challenge. TMUC needs specialists at teaching and learning with experience in and around UK education. Most staff being considered for recruitment can be someone that has either worked at or has been educated with a UK degree giving them advantage and be UK TNE HE ready. TMUC HR therefore, gives a fair chance to all but through its initial screening, filters candidates that have the right skill set for higher education. There are modules created on the newly developed HRMS (HR E solution) especially for shortlisting the right prospective employee. This gives the right candidate grounds to succeed. Equal opportunity is given to the female workforce, the recruitment drives encourage female population to not only apply but the 'recruitment program' helps the prospective candidates with initial information on the niche TMUC business so they are given a level playing field when being interviewed and considered for the positions. The evidence of the same is that 41% of the workforce is female at TMUC.



Category 10: DEI Learning and Development

10.8 All employees and key external stakeholders are educated on the importance of equity and ways to mitigate and remove discrimination and bias

At TMUC continuous learning is considered key to creating a culture for success in equity, diversity and inclusion. All employees and stakeholders are twice a year called to come together for an inhouse training called the 'Colloquia' where the HR at TMUC is given an entire segment for DEI training and an entire module dedicated to teaching, inculcating and rolling out any initiatives for DEI. Committees for the same are established, members are announced. Learning and feedback is core to the proceedings and everything is documented for proof and for citations.



Category 1: Vision, Strategy, and Business Impact

Level 5: Best Practice

1.2 - DEI is embedded in organizational culture as a core value, a source of innovation, and a means to belonging, sustainability and success

For the British Council Pakistan, an inclusive organizational culture refers to the policies, practices, systems and behaviours that affect how it feels to work or engage with the British Council. Informed by data led interventions, the organization has addressed under-representation and improved the inclusion of locally contracted country nationals and differently abled people in the workforce. Alongside this, the organization is aiming to sustain female representation at senior levels across the organization—and, in some circumstances, improve male representation in the workforce, showing their dedication to gender diversity.

Additionally, the British Council Pakistan aims to reduce any unfair, unjustified and unnecessary hierarchal divisions based on contract types. With the vision to nurture an organizational culture so inclusive and embedded within the GDEIB, the British Council wishes to ensure that people working and engaging with the organization itself feel respected and comfortable being themselves on every level--- and this vision is to be carried out by addressing and eradicating any possible offensive behavior, racism, harassment or bullying within the organization. The first few steps towards this have been inclusive internships, in which work experiences and other relevant opportunities are provided for people specifically under a socio-economic disadvantage, forums and initiatives for staff contributions and engagements, and, lastly, anti-racism learning and development interventions, which include upward mentoring and awareness sessions on allyship, etc.

1.4 – The organization is proactive and responsive to DEI challenges that are faced by society, including but not limited to political and economic trends, and recognizes that organizations are microcosms of the societies in which they operate.

The British Council Pakistan supports and actively promotes the use of the social model of disability— which has been developed by disabled people, making it the more inclusive model out of the other models (traditional, medical, and charity) all of which the organization acknowledges but does not support. The social model sees disability in terms of socially imposed barriers, such as physical, structural, cultural, etc.

The British Council's approach to promoting inclusion includes spreading awareness within the organization— through unconscious bias training and **Harvard implicit bias tests**— and creating accessibility for specially abled employees, in terms of physical access and recruitment. This shows the organization's understanding of the importance of showing their support and concern for the specially and differently abled employees, who often go unacknowledged in society. By doing this, they are actively creating a precedent for future companies.

1.6 – The organization's strategy includes numerical goals resulting in equitable representation of underrepresented groups across functions and levels

The British Council Pakistan's DEI strategy will be owned by the senior leadership team and managed by the diversity unit that has been set up within the organization. Each member of the senior team and regional director will review strategic DEI objectives and factor them into their business plans and allocate the financial and staff resources required to implement them. The organization has also guaranteed that time spent working on progress towards integrating the DEI strategy into the organizational culture and structure will be fully funded and it will also ensure that any and all DEI related work or initiatives taken internally will be recognized as contributing to cultural relations work, whereas previously it was not recognized.



★ **Category 12: Community, Government Relations, and Philanthropy**

Level 5: Best Practice

12.4 – The organization helps its community by promoting economic growth, addressing income inequality and groups that have been historically disadvantaged.

Jazz has worked with partners that include government organizations such as **Edhi, government hospitals, the KPIT board and World Bank**, etc. in an active effort to promote economic growth and to show their support for the disadvantaged and less privileged. Having invested over 450 million PKR to bring their sustainability agenda to fruition, the organization has also powered a start-up called Deaftawk which is attempting to bridge the gap between deaf people and the communities around them.



novo nordisk®

★ **Category 10: DEI Learning and Development**

Level 4: Progressive

10.7 – DEI learning and education involves ongoing, multi-year, developmental curricula

Novo Nordisk has center staged the importance of learning and education for diversity, equity and inclusion. The year-long progressive program '**WomenxChange**' is the answer to the need for more education and awareness for diversity and inclusion through learning and development. Having external trained speaker sessions with a diverse group of employees ensured learning opportunities, provided reiteration and assurance of where the company culture should be taken. For line managers and senior colleagues it was necessary to form the leadership committee structure with four members and focus areas were decided. Health and wellness, engage to empower and professional development calendar was decided upon. A detailed activity plan ensured that all employees and key external stakeholders were educated on the importance of equity and ways to mitigate and removed discrimination and bias.



FEROZE 1888 MILLS LTD
Weaving a Better World®



Category 10: DEI learning and development

Level 4: Progressive

10.7 - DEI learning and education involves ongoing, multi-year, developmental curricula

Striving to create a learning culture which encourages employees to acquire and enhance their knowledge and skills, Feroze 1888 Mills Ltd. aims to provide their employees with the opportunity to be a part of different learning forums, seminars, conferences and internal/external sessions, all of which are offered on a regular basis. Making it compulsory for employees to attend a minimum of six hours of trainings in a year, the organization has instigated an environment wherein all employees are taking ownership of their own learning. Line managers are to identify skill gaps with employees and coordinate with learning and development representatives to ensure that trainees participate in sessions and work on the action plan after their training is complete. Post-training effectiveness feedback is also monitored.



FINCA® | Microfinance
Bank Limited



Category 1: Vision Strategy and Business Impact

Level 4: Progressive

1.7 - The organization's DEI vision and goals to embed equity, prevent harassment, and reduce or eliminate discrimination and oppression are part of the organizational strategy

FINCA Microfinance Bank Ltd. aims to increase the internal representation of females across the network up to 50%. Currently, the organization has managed to increase the representation of females across the organization by 24% through multiple strategies and initiatives taken across the organization, such as the targeted movement hiring of females, etc. The organization has introduced a rolling female customer outreach officers' program and opened a female-only branch in Islamabad, one of the first of its kind.

However, the most recognizable effort from FINCA Microfinance Bank Ltd. has been, after careful research and observation, the new modular gradual approach that has been established into the organization, which will take into consideration the cultural patterns around them, while developing the female staff. Planning on aligning DEI policies that are internally consistent and legally, FINCA will also keep in mind the different cultural attitudes towards women and the conflicts and contradictions they can create and will work on actively trying to move past them. By placing their branches in categories (ABC) the organization has made a clear strategy on how to balance cultural differences with DEI initiatives.

1.10 - The organization has examined its organizational culture and created strategies to eliminate inequities and reduce barriers to inclusion

The FINCA Microfinance Bank Ltd. aims to increase the number of female clients, and increase internal representation of females across up to 50% through a multitude of ways— targeted movement hiring of females, establishing a rolling female customer outreach officers' program, opening a new female-only branch in Islamabad, etc. Female representation is mandatory during the entire recruitment process— during shortlisting, panel interviews, hiring, and so on.

In order to create a healthy, helpful and informative environment for their employees, the organization also plans on placing multiple trainings on topics such as gender sensitization and a dignified work environment, awareness sessions to increase women empowerment, focus group sessions with females on a monthly basis to address issues and/or challenges, etc. This will allow employees to become more understanding and tolerant of one another, which in turn will reduce barriers to inclusion.

Additionally, the organization plans on placing aside certain allowances and facilities to aid mobility challenges within the workplace. Employees also have the privilege of flexible working hours as per policy.



Category 1: Vision, Strategy, and Business Impact

Level 4: Progressive

1.9 - DEI competencies that help achieve the DEI strategy are demonstrated by most leaders and a majority of employees

The CEO of Telenor is a certified, recognised Male Champion of Change, part of the NGO from Australia which is aimed at promoting gender equality within the workforce. Due to this, there are certain initiatives taken by the organization to help the employees focus on diversity, equity and inclusivity. For example, the leadership shadow exercise, in which the leaders review the shadow they cast on gender equality within their own organization through their words and actions, which causes these leaders to reflect on the impact they have on the DEI within the company, or the Listen and Learn Focus Groups, in which leaders add to their existing knowledge base by personal engagement with their employees, which helps broaden their perception, or the TM Shadowing Program which welcomes employees to observe, listen in, and contribute to top management meetings through their insight and recommendations to high priority agendas in an active effort to ensure that the high level decisions made by the organization are also inclusive and representative. Telenor also places emphasis on publicly endorsing the importance of D&I on both external and internal company platforms, an example of which can be seen through the symbolic takeover of the CEO position by a female employee, known as #DayoftheGirl, intended to increase female participation in the workforce.

Written by:

KHOLAH YARUQ MALIK

Dean
TMUC



Kholah is a Transnational Higher Education professional. Her focus is Internationalisation and academic quality for TNE HE. Her expertise includes partnership approvals and management. Delivering undergraduate and post-graduate programs benchmarked to the QAA UK and to partner expectations. She has been the focal person for validation events, internal and international assessment boards, and the business case and due diligence with all international partners. A Lead Internal verifier and the Quality Nominee for the programs offered at TMUC, she also is the focal person for all regulatory approvals. She speaks regularly on Leadership in Higher Education, Change Management, Quality Assurance, Internationalisation of Higher Education, and diversity and Inclusion. With over 20 years of leadership experience in education. She has a proven track record of delivery of organizational change, setting up business units, process re-engineering, introducing innovation and technology for growth. She has led her organization through the COVID-19 crisis successfully.

She has an MBA with majors in Marketing and an M.A in English Literature and Linguistics, she has recently completed her PGCERT from the Institute of Education UK through the University of London (IOE), and she is a 'Recognized Global Tutor'. She is a fellow member of CMI and has been recognized as a Certified Management and Business Educator, CMBE by the Chartered Association of Business Schools, **CABS**. She has been recently selected as the 'co convener' for TNE HUB: <https://www.tnehub.org/team-1-1/kholah-malik>



Women For Board Allies




HR Metrics is managing “**Women for Board**” Program since 2019. Program focuses on encouraging women to aspire for board seats & give them a sense of what it takes to get there. It is distinct from Directors Training Program (DTP), which focuses on the knowledge & skills for member board of directors. Mission of Diversity Hub is to empower women by raising awareness regarding social and economic benefits of gender diversity at board level, identify high potential women, connect and refer them for board director and leadership role.

Future programs are meant for high potential C-suite women, preferably DTP qualified and eligible to become board director. Programs will also be attended by CEOs and board directors of renowned organizations.



Program Structure

WFB Allies program is being arranged at 3 cities as under:

-  **Islamabad:** 26 Dec 2021
-  **Lahore:** 21 Jan 2022
-  **Karachi:** 25 May 2022

- ▶ Each program duration is 2 hours.
- ▶ One hour will be devoted to talk by distinguished speakers on the topic.
- ▶ Second hour will include the networking dinner.

Women For Board Allies

Karachi



Women For Board Allies

Lahore



Women For Board Allies

Islamabad



Human Capital Disclosure Standard

Human Capital Reporting Standard provides qualitative and quantitative information on the workforce and HR practices. The standard can also be used as a tool to demonstrate an organization’s social responsibility to internal and external stakeholders. ISO 30414 has 58 metrics in 11 areas of human capital management however, the applicability of metrics depends upon the size of the organization.



Training Dates

Dates: 18 July - 29 July 2022

Time: 7 - 9 PM (Pakistan time UTC +5.00)

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Data analytics is the future of HR, especially in the new workplace environment and HR needs to speak the same language as the rest of the business. The ISO 30414 standard helps you achieve this; it provides you with meaningful business economics and puts HR issues front and foremost when developing an organization's future strategy.

— Karl S. Craven



Global research shows that companies which excel at people analytics are 3.1 times more likely to outperform their peers financially.

HCM Analytics

The HR Metrics offers Human Resource Data Analytics consulting, training, KPIs Scorecard and Dashboard for competitive advantage. A key responsibility of HR leaders is to relate workforce investment with organizational performance and demonstrate the relationship with data and ratios. Analytics have thus become a differentiator between top class and traditional HR department.



HR Analytics talk by Zahid Mubarik at HR Summit Baku 2019, Azerbaijan

08 Modules

Module 1

Competent in Business & Financial Acumen for all Professionals

Module 3

Competent in Talent Acquisition Analytics

Module 5

Competent in Learning & Development Analytics

Module 7

Competent in Employee Relations & Engagement Analytics

Module 2

Competent in Key Concepts for Data Analytics

Module 4

Competent in Talent Retention Analytics

Module 6

Competent in Career and Leadership Growth Analytics

Module 8

Competent in Workforce Cost, Productivity & ROI Analytics



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Course Dates: 22 Oct 2022 to 28 Jan 2023

Course Format: Virtual Class

Course Fees: \$ 1,800



Editorial — team



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Manager Performance,
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Rida is currently working as Manager Performance, Engagement & Analytics at HR Metrics. Presently, she is pursuing her Bachelor's Degree in BS. Business Administration in Human Resource Management from Royal Holloway, University of London. In the past, Rida has also published different editions of HR Magazine "**Workforce Tomorrow**" and has expertise in HR Analytics. Her interests include reading, biking and painting.



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Nida has completed her Master of Business Analytics (MBA) Degree from Deakin University, Melbourne, Australia. She has hands- on experience working in multiple large-scale IT & Business environments globally in areas such as Marketing Analytics, Brand Marketing, Digital Marketing, Business Development & Process Management, Business Intelligence, OD Talent management, Predictive and Descriptive Analytics. Her responsibilities in HR Metrics include Business Development, Operations, Client Engagement along with handling HR Metrics partners on the global front.



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Sana is a designer at HR Metrics. She has completed her Bachelor's Degree in Computer Arts (BCA) from Fatima Jinnah Women University, Rawalpindi. Highly skilled with programs such as Adobe Illustrator, Adobe Photoshop and Canva. Her aim is to learn and grow, however, her working experience has helped to develop her imagination power and creativity.