

# workforce tomorrow

13<sup>th</sup> Edition - February 2021

"Promoting equal opportunities for women and men for accessing and pursuing financial and professional endeavors is critical for sustainable and inclusive economic growth."

**Ms. Sima Kamil**

Deputy Governor  
State Bank of Pakistan





The First MicroFinanceBank Ltd  
Enabling Individuals



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# SUSTAINABLE DEVELOPMENT GOALS

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

**SDG 4: Quality Education**

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

**SDG 5 : Gender Equality**

Achieve gender equality and empower all women.

**SDG 8: Decent Work and Economic Growth**

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

**SDG 9: Industry, Motivation and Infrastructure**

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

**SDG 10: Reduced Inequalities**

Reduce inequality within and among countries.

**SDG 16: Peace, Justice and Strong Institutions**

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

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



# CEO's MESSAGE



**Mr. Zahid Mubarik**  
CEO HR Metrics

Last year, the world faced an outbreak of COVID-19 pandemic, causing disruption and leading to rapid changes in all aspects of life. Meanwhile, Diversity and Inclusion became more pronounced in the wake of some global movements. Global Diversity and Inclusion Benchmarks Standards help create more equitable and better functioning organizations, confronting racism, sexism, and all forms of domination. These standards help individuals and organizations to cultivate trust, acceptance, physical and psychological safety, lead inclusively, respond with agility, thrive through disruption, and promote wellness and self-care as ingredients for lasting change and contribute to creating a sustainable world.

GDIB Awards are a mechanism to recognize and encourage progressive organizations that align their D&I programs with organizational strategy for sustainable financial and social performance. Today, we have 42 organizations in Pakistan using GDIB Standards to leverage their business' financial and social performance. It is so inspiring to see 30 organizations winning the GDIB Awards. Heartiest congratulations to all winners!

Diversity Hub has increased range of services to include "Women for Board" Coaching Program and D&I Certified Practitioner Program. It is hoped that organizations will benefit from these well-rounded programs in order to have an inclusive culture at workplace.



**Zahid Mubarik**  
CEO HR Metrics  
President SHRM Forum Pakistan  
Chair HR Standards Committee Pakistan  
Member of the Board, The Centre for Global Inclusion USA  
Member Technical Committee 260 HR Metrics Standards ISO Geneva

# INTERVIEW



**Ms. Sima Kamil**  
Deputy Governor  
State Bank of Pakistan

Ms. Sima Kamil was appointed as the Deputy Governor of SBP by the Federal Government on August 25, 2020 for a period of 3 years, with immediate effect. She assumed her responsibilities on August 26, 2020.

Ms. Kamil is the first woman appointed as Deputy Governor of SBP. She has over 35 years of experience in diverse fields of commercial banking, including Branch Banking; SMEs, Rural, Consumer and Corporate financing; and investment banking. She has worked in various international banks including American Express Bank, ANZ Grindlays Bank and Standard Chartered Bank in areas of Corporate Banking and Risk Management.

Before joining SBP, Ms. Kamil was the first-ever woman appointed President of a private sector commercial bank - United Bank Limited. Earlier, she served Habib Bank Limited for 16 years at various senior management levels, including Head of Corporate & Investment Banking and then Head of Branch Banking. Ms. Kamil was also associated with Microfinance as Director of the First Microfinance Bank for a number of years.

Ms. Kamil has a degree in business from Kingston University, UK and an MBA from City University, London. In 2019, the Kingston University, UK awarded her an Honorary Doctorate degree in recognition of her outstanding contribution to the banking sector and support of inclusivity in business leadership.

She is also a Certified Director from Institute of Business Administration (IBA), Karachi.



## 1. Please tell us about SBP Policy on Reducing the Gender Gap in Financial Inclusion?

Financial inclusion demands that men and women get equal opportunities to access and use formal financial services suited to their needs. Currently, women are disproportionately under-served by the country's financial system as they have far fewer bank accounts than is reasonable; given that they are about half the adult population. This disparity impedes Pakistan's national economic development. The goal of the proposed policy is to reduce the gender gap in financial inclusion. The policy is based on the premise that gender-neutral policies in the financial sector have been insufficient to reduce the gender gap in the financial sector and there is a pressing need to view financial sector policies through gender intentional policies.

## 2. What is the main driver of this policy?

Promoting equal opportunities for women and men for accessing and pursuing financial and professional endeavors is critical for sustainable and inclusive economic growth in any country. Improved gender parity in financial and economic opportunities can enhance socio-economic development outcomes for not just the present but future generations. Better opportunities for women to earn and control income has been demonstrated to contribute to broader economic development in developing economies. Gender equality is also a United Nations' Sustainable Development Goal (SDG-5), and ultimately, a country's success for empowering women rests on a gender responsive approach in its public policy management and implementation, including its financial policies. In this regard, women's equal access to financial services becomes a priority for a country like Pakistan whose population of 207.8 million includes 49% women, who largely lag behind men in terms of financial inclusion and contribution to economic activity.

## 3. What actions SBP would expect from banks?

Policy will aim to focus on following 5 key pillars:

**a. Improving gender diversity:** A financial institution cannot adequately address the female market segment without addressing its internal gender imbalance. Currently only 13% of the staff of banks and 1% of branchless banking agents are women. More women working in leadership positions at financial institutions can also aid the development of policies and practices for improving gender balance across the financial sector as well as developing women-friendly products and services. Targets will be assigned to Financial Institutions for internal gender balance over a 3-year period.

**b. Women-centric products and services:** To shift from gender neutral to gender inclusive product design, it is imperative that a dedicated team is working on gender-segmented product designing and creating a business case, while understanding the existing social norms, and marketing products effectively. Therefore, FIs shall create a specialized department within 6 months of issuance of this policy, to apply gender lens on existing and new products and services offerings, keeping in view various use cases within women demographics of all ages and life cycle stages. They may also collaborate with the incubation centers in providing awareness and marketing about their digital financial products & services.

**c. Women Champions at all customer touch-points:** Women's financial inclusion cannot be improved without understanding their needs with careful attention. Women customers especially entrepreneurs, feel intimidated to visit a bank branch and are not facilitated effectively. Therefore, to enable banks to improve facilitation of women customers and entrepreneurs, Women Champions shall be deployed at all customer touch points. They should proactively guide the women entrepreneurs to have an access to credit. Further, all other virtual touch points of the banks, including call centers, apps and alternate delivery channels should aim to be more women-friendly. This goal will be incrementally driven over time.

**d. Robust collection of Gender-disaggregated data and target setting:** The absence of data and targets can dilute FI's focus on the gender in finance, and impede development of informed policies and associated actions for closing the gender gap. Therefore, under the policy, all institutions under SBP's ambit will be instructed to collect and report gender disaggregated data related to gender disaggregated outreach of products and services, to SBP. The data collection will also help FIs to recognize the opportunities and challenges in women's financial inclusion, and help them in developing internal policies to comply with SBP's gender policy and targets. Furthermore, SBP will also strengthen its own research on gender and develop tools in line with international best practices for impact assessment.

**e. Policy Forum on Gender:** To discuss opportunities and challenges in women's financial inclusion, internalize gender mainstreaming within organizations, and review the existing legal and policy framework for identification of bottlenecks in women's financial inclusion, a Policy Forum on Gender and Finance will be established at SBP. The forum will be chaired by SBP Governor, include members from Banks, DFIs, MFBs, SECP, women chambers of commerce, civil society, private sector, gender leaders etc. and will meet at least bi- annually to serve as apex forum for future policy formulation on gender. The forum will also create space for innovations that support greater women's financial inclusion. Going forward, under the Forum, SBP will host annual conferences for knowledge sharing, plenary discussions on Gender and Finance, and awards will be given to those banks that have made significant efforts to close the gender gap in finance.

#### **4. Who all will be affected by this policy?**

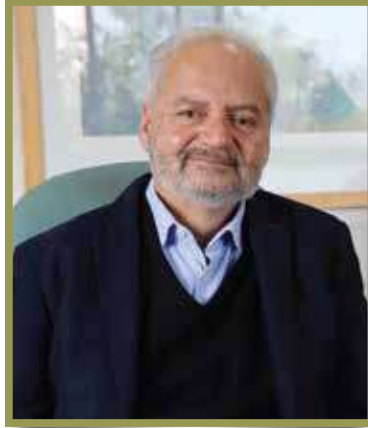
The policy recommendations will be applicable on SBP's regulated entities including Commercial Banks, Islamic Banks, Microfinance Banks (MFBs), Development Finance Institutions (DFIs) and Electronic Money Institutions (EMIs) etc. Further, the SBP will work with other Regulators to align these steps in the interest of collaboration and national results.

#### **5. What is the current status of this policy?**

SBP has published its draft policy on its website to seek feedback of all stakeholders. We are compiling all inputs as well as holding consultative sessions. The final policy will be released within March 2021.



# INTERVIEW



**Qazi Azmat Isa**  
Chief Executive Officer  
Pakistan Poverty Alleviation Fund

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

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

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

## **What are the key reasons to pursue D&I?**

PPAF is an organization that has designed its results framework around the Sustainable Development Goals (SDGs). We try and adhere diversity & inclusion to the 'leave no one behind' motto and have worked hard to ensure the inclusion of women, individuals with special needs and minority groups.

PPAF works with civil society organisations across the country – without preaching a specific model of community engagement/development. The organization believes in letting 'a thousand flowers bloom'. Its core values bind it with its partners and PPAF expects that every organization it works with, respects and implements these core values as part of their daily work. This expectation extends to its own community organisations and internal units.

## **What are the key initiatives being taken for D&I?**

PPAF defines inclusion as recognizing demographic diversity - women, children, elderly persons, individuals with special needs, indigenous groups, and religious minorities - and connecting different views, experiences, issues, and vulnerabilities as a methodology to reducing poverty. Selection of beneficiaries is based on the Poverty Score Card used by the government and donors.

Disaggregated data from the field is collected for every project so that we can directly monitor our impact on marginalised groups, especially in areas where other organisations have limited access and PPAF and our partners are their only resource. I am proud that our organisation has taken the challenge of working in areas considered inaccessible by most and we hope that we will continue to serve more remote communities without compromising on the quality of our work.

Furthermore, PPAF has a conducive environment for women. Women are encouraged and acknowledged for their voice and work. They are provided equal opportunities in career growth and learning and development. To retain women, we have a day-care facility with trained care-takers. Currently, we are standing at 32% women representation at PPAF.

Every year, PPAF also marks the 16 days of Activism Against Gender-Based Violence and regularly conducts sensitisation and awareness campaigns and activities with partner and community institutions. There is a long way to go in overcoming the existing gender gap of Pakistan, but I believe that every little step counts.

## **Do you see any impact on PPAF's social and financial performance?**

PPAF is an institution that invests in research and development to continuously learn and evolve its programmes and enhance its D&I initiatives to perform better every year. These initiatives influence pro-poor policy formulation, and exchange knowledge with other stakeholders. While the work we do has brought positive change in the lives of women we work with, PPAF is committed to delivering gender equity, inclusion, and diversity, both, within the workplace, as well as across all our activities and programmes.

Furthermore, significant improvement has been witnessed in the culture of the organization and decrease in turn-over ratio. Our employees are our long-term asset which allows us to achieve the success in everything we do.

Over the years, there is a remarkable increase in our donors, which include both, government and international donors. With our D&I friendly policies, we have been able to reach new households, more new community institutes and women participation every year which is a success to us.

To date, the organisation has disbursed USD 2 billion through grants and financial services in various programmes, targeting the vulnerable communities and areas of the country. It is proud to have made such a vast impact through its various approaches and focused operations and aims to continue building and nurturing partnerships directed towards eliminating poverty in Pakistan and empowering the local population.

I am glad PPAF is awarded the Gender Diversity & Inclusion Award this year in ten different categories, which acknowledges our efforts in managing diversity and fostering inclusion in our work.



# EQUAL OPPORTUNITY ADVOCACY COUNCIL

## Why Equal Opportunity?

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

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

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

## Economic and Social Benefits of Equal Opportunity

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

## A Reflection from Other Countries

Various countries have enacted "Equal Employment Opportunity Law", which demonstrates government policy that requires that employers do not discriminate against employees and job applicants based upon certain characteristics, such as age, race, color, creed, sex, religion, and disability. Here are few examples:

India Equal Employment Opportunity:

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

## Pakistan's Scenario

Article 27 (1) clearly states: "Safeguard against discrimination in services. (1) No citizen otherwise qualified for appointment in the service of Pakistan shall be discriminated against in respect of any such appointment on the ground only of race, religion, caste, sex, residence or place of birth."

Progressive countries realize the benefits of equal opportunity and therefore have "Measurable Framework" to monitor implementation of equal opportunity law. For example, in USA, The Equal Employment Opportunity Commission (EEOC) is responsible for monitoring and enforcing federal laws that make it illegal to discriminate against an employee because of the person's race, color, religion, sex (including pregnancy, gender, and sexual orientation), national origin, age, disability or genetic information. EEOC maintains an accurate reporting and compliance framework for EEO law.

## Equal Opportunity Advocacy Council

Diversity Hub is forming a Equal Opportunity Advocacy Council (EOAC). It will comprise of highly accomplished/credible legislators, policy-makers, and society influencers, having a passion and integrity to lead this transformational initiative. EOAC members may come from any political party or faith but willing to collaborate with each other without any bias. Following is the initial composition of EOAC however it may expand as per requirement.



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



**Ms. Kanwal Shauzab**  
Parliamentary Secretary for Planning,  
Development and Reforms



**Ms. Roshan Khursheed Bharucha**  
Former Federal Minister  
for Human Rights



**Ms. Rukhsana Zuberi**  
Senator





**Ms. Andleeb Abbas**  
Parliamentary Secretary for Foreign Affairs



**Mr. Zaffar A. Khan**  
Former CEO Engro Corporation



**Mr. Malik Arif Hayat**  
Lt. Gen. Retired



**Mr. Zahid Mubarik**  
CEO HR Metrics

## Objectives of EOAC

1. Analyse the strategic significance of D&I for economic growth of Pakistan.
2. Propose a structured body for implementation framework of Constitution Article 27.
3. Parliamentarian members of EOAC are expected to raise voice and table "Equal Opportunity Commission" bill in the Parliament for approval.
4. Envisioned role of Equal Opportunities Commission is to develop affirmative action guidelines for inclusion of underrepresented communities in economic empowerment.
5. EOC will develop measures to help the industry in implementing equal opportunity law in true letter and spirit.

# GDIB AWARDS 2021

## Best Practice

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



## Progressive

Implementing D&I systemically; showing improved results and outcomes.

## Proactive

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



## JURY MEMBERS



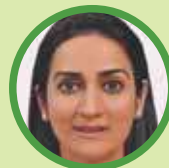
**Ayesha Aziz**  
Managing Director  
Pak Brunei Investment Company



**Moneeza Usman Butt**  
Partner  
KPMG Taseer Hadi & Co.



**Dr. Jawad Syed**  
Professor  
Dawood School of Business LUMS



**Dr. Sadia Nadeem**  
Dean  
FAST School of  
Management, NUCES



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

# GDIB AWARD WINNERS 2021

01



Pakistan Poverty Alleviation Fund

02



METRO Pakistan (Pvt) Ltd.

03



Engro Fertilizers Ltd.

04



Nestlé Pakistan Ltd.

05



Pakistan Tobacco Company Ltd.

06



Abacus

07



Standard Chartered Bank Pakistan Ltd.

08



Engro Energy Limited

09



The Aga Khan University

10



Faysal Bank Limited

11



Khaadi Pakistan (SMC-PVT) LTD

12



The First MicroFinance Bank Ltd.

13



S&P Global Pakistan

14



Bank Alfalah Ltd.

15



Hashoo Foundation

16



AGP Limited

17



Philip Morris Pakistan Limited

18



U Microfinance Bank Limited

19



Gray Mackenzie Restaurants International Limited (KFC Pakistan)

20



Allied Bank Limited

21



PTCL

22



TAF Foundation

23



ICI Pakistan Limited

24



Telenor Pakistan

25



Engro Polymer & Chemicals

26



Habib Bank Ltd.

27



HRSG

28



The Millennium Education Pakistan (TME)

29



The Millennium Universal College (TMUC)

30



JS Bank Ltd.



# GDIB AWARD WINNERS 2020



**Dr. Shamshad Akhtar**  
Former Governor SBP



**Robert Silberstein**  
US Consul General



**Zahid 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 Karandaaz Pakistan



**Fathema Zuberi**  
HR Director Unilever



**Rahat Hussain**  
Manager PR Nestlé



**Faisal Farooq**  
CHRO Khaadi

# GDIB AWARD WINNERS 2020



**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



**Zeshan Taj**  
VP HR Engro Energy Limited



**Carol J. Ariano**  
CHRO The Aga Khan University



**GDIB Award Winners**



**Robert Silberstein & Zaffar Khan**



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



**GDIB Conference Photo**

# 2021

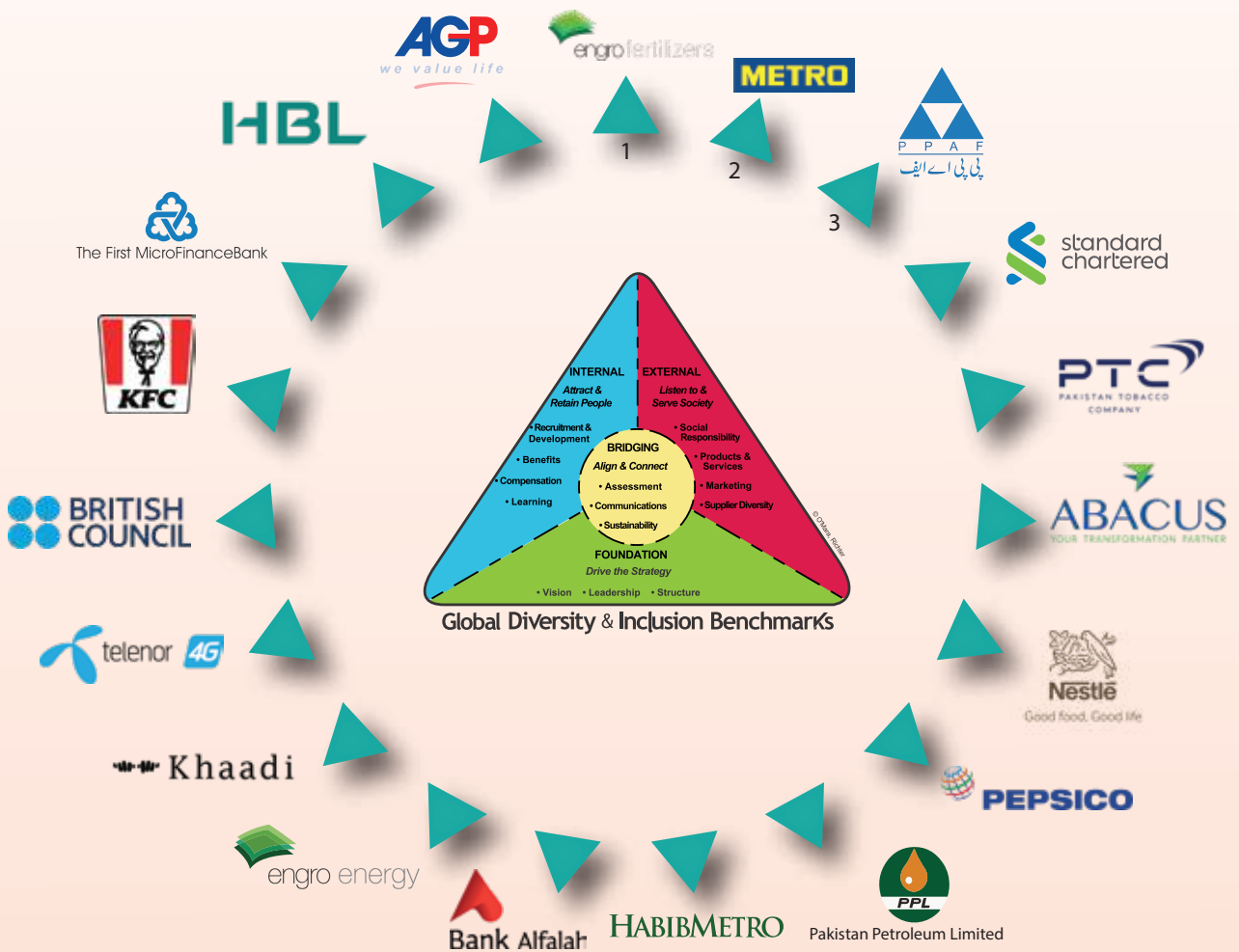
## GLOBAL DIVERSITY & INCLUSION BENCHMARKS Award Winners



# 2020

GLOBAL DIVERSITY & INCLUSION BENCHMARKS

## Award Winners





# 2019

GLOBAL DIVERSITY & INCLUSION BENCHMARKS

## Award Winners





# 2018

GLOBAL DIVERSITY & INCLUSION BENCHMARKS

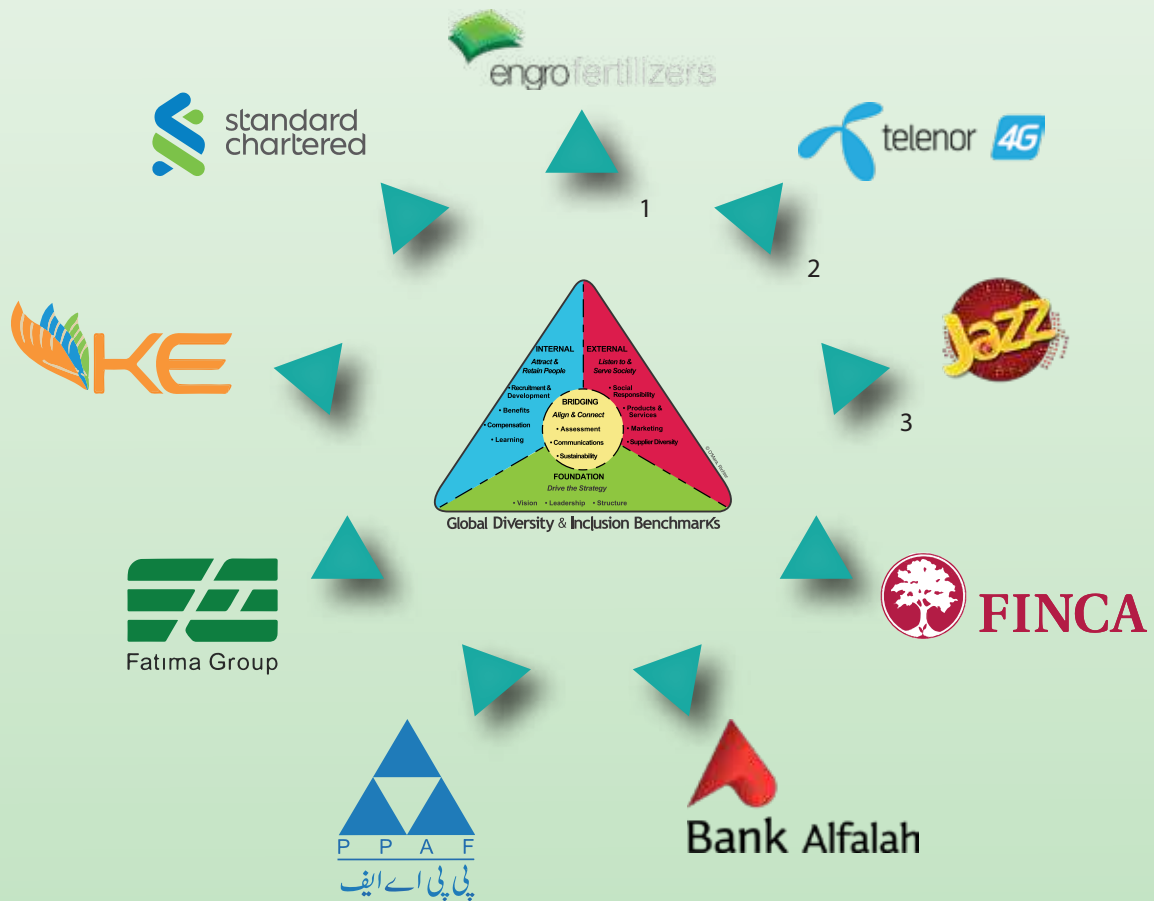
## Award Winners



# 2017

GLOBAL DIVERSITY & INCLUSION BENCHMARKS

## Award Winners



# 2020 Global Diversity & Inclusion Benchmarks Awards



GUEST OF HONOR

**Dr. Shamshad Akhtar**

Former Governor State Bank of Pakistan



GUEST OF HONOR

**Robert Silberstein**

US Consul General



# 2019 Global Diversity & Inclusion Benchmarks Awards



GUEST OF HONOR

Kashmala Tariq

Federal Ombudsperson for  
Protection Against Harassment



# 2018 Global Diversity & Inclusion Benchmarks Awards



## GUEST OF HONOR

Roshan Khursheed Bharucha

Former Provincial Minister & Senator Member  
National Commission for Human Development





# 2017 Global Diversity & Inclusion Benchmarks Awards



GUEST OF HONOR

Marvi Memon

Member of the National Assembly of Pakistan



# 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.Avdееv, 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





# What is GDIB

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



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

# Purpose of GDIB Awards

GDIB awards are a mechanism to recognize and encourage progressive organizations that use GDIB Standards to align D&I with organizational policies and processes for sustainable financial and social performance.



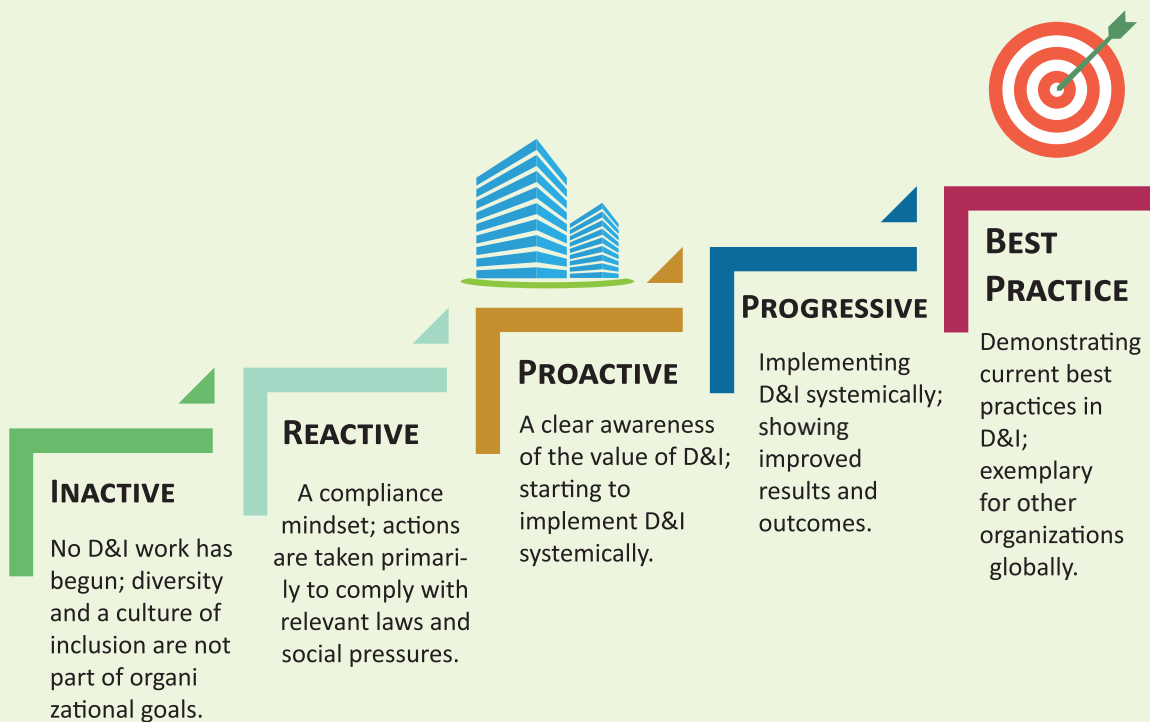


# Takeaways for GDIB Award Winning Organizations

1. High level of global recognition for contributing towards Sustainable Development Goals.
2. Investors all over the world value diversity of workforce.
3. High visibility through social, digital and print media for being “inclusive organization”
4. Access to “Network of Inclusive Organisations” for sharing D&I best practices.
5. Global announcement through a newsletter by “The Centre for Global Inclusion” USA.
6. Press release announcement by HR Metrics through national newspaper.
7. Presentation of GDIB Award and Certificate of Accomplishment during ceremony.
8. Complimentary invitation to CEO, CHRO and Diversity Officer to Annual GDIB Awards.
9. Complimentary seats for the awards ceremony (seats proportionate to awards).
10. Complimentary publication of success story in HR Magazine “Workforce Tomorrow”.
11. Opportunity to record video during awards for sharing with our 25,000 followers.
12. Sharing of organization’s D&I video through our social media.
13. Name of winning organisations will be included in “Top D&I Companies in Pakistan”.
14. GDIB Award Winner organizations will also get a badge for placement on their website.

# Awards Process

1. Obtain a free copy of GDIB Standards by signing user agreement at <http://centreforglobalinclusion.org/wp-content/uploads/2017/09/GDIB-Permission-Agreement-Sept.-2017.pdf>
2. Representative of the Centre for Global Inclusion will email you a copy of GDIB standards. Contact [info@thehrmetrics.com](mailto:info@thehrmetrics.com) for any assistance.
3. GDIB Standards have 4 groups, 14 categories and 266 benchmarks. Each category has 5 levels.
4. Select D&I initiatives of your organisation that you wish to submit to contest for GDIB Award. If the initiatives started before 2019 then it must have ended or ongoing in 2019. Since GDIB awards are held every year, we encourage organizations to submit current year initiatives.
5. GDIB awards exist in 14 categories. Organization can apply for one or more categories of awards.
6. Each category has following 5 levels of readiness. Organization can apply for award if D&I initiative(s) meet the benchmarks in the top three level (Best Practice, Progressive or Proactive). There is no award for basic two levels (Reactive and Inactive )
7. To apply for a category, specify the level and fulfil at least 2 benchmarks in that level.
8. Example: Suppose you apply for Category 4 (Recruitment and Development) and you think that your organization operates at readiness level 3 (Proactive) then you should look at following 5 benchmarks given under Proactive level. To win an award, you need to fulfil at least 2 benchmark.
9. Provide a description (up to 300 words) of your initiative supporting those benchmarks. Submissions exceeding 300 words will not be considered.
10. Provide verifiable evidence to support your description. It may include a reference video, photograph, published article, case study, testimonial or policy extract. Please send your submissions along with verifiable evidence to [info@thehrmetrics.com](mailto:info@thehrmetrics.com).
11. Jury for Awards comprising of 5 neutral members of high professional/ethical reputé will assess all submissions. Where necessary, Jury can ask for more evidence.
12. Entry Fee for each category of award is Rs 50,000 (Exclusive of Tax). To be considered for award, prior payment is mandatory. Awards are decided on merit. Submission for award/payment does not guarantee winning the award.
13. Award winning organizations are allocated one page per award in HR magazine to publish their D&I story, organization leader's interview or article.
14. Video of leader of award winning organisations is also recorded on the day of awards.
15. For any query, please feel free to contact [diversity@thehrmetrics.com](mailto:diversity@thehrmetrics.com)

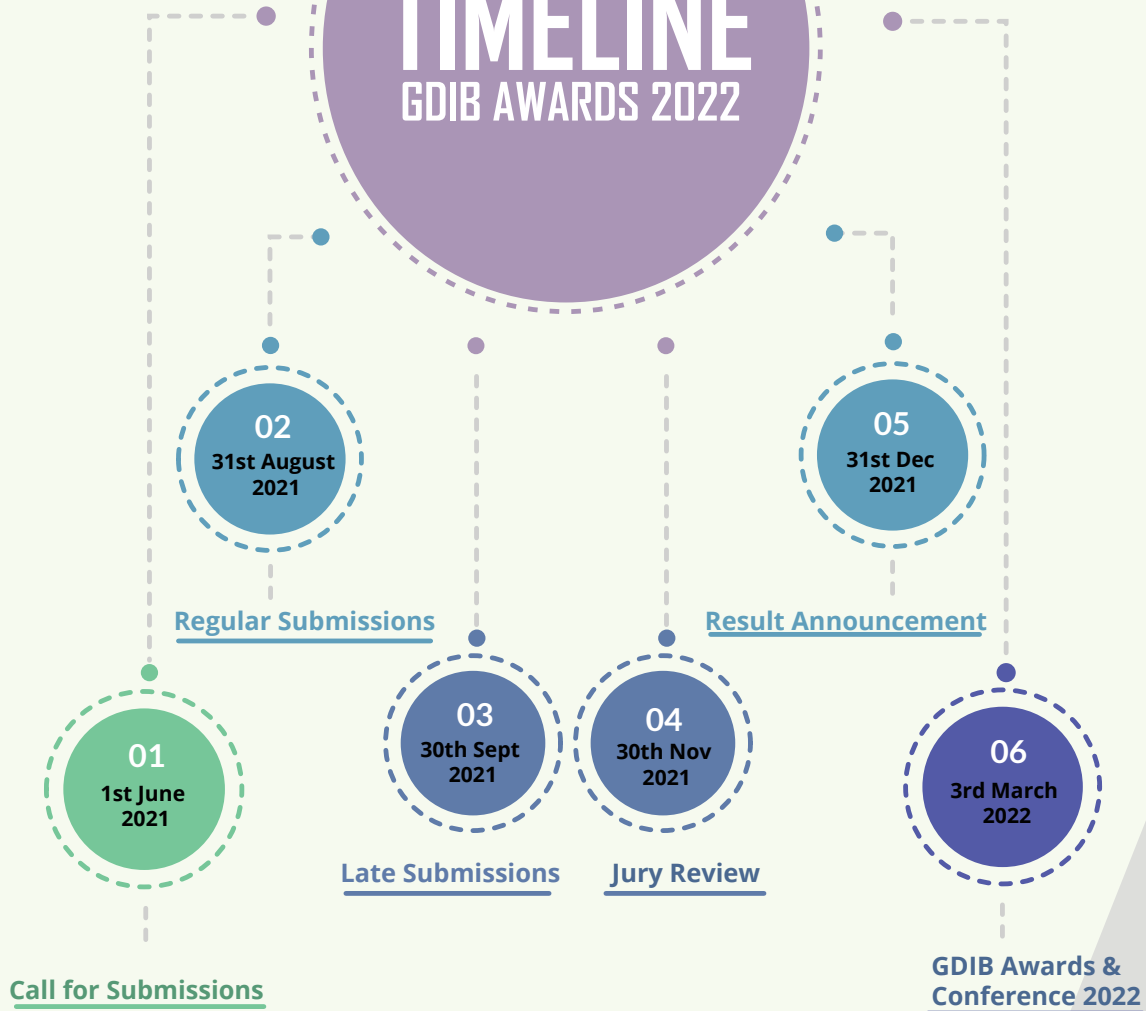


## LEVEL 3: PROACTIVE

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

# TIMELINE

## GDIB AWARDS 2022



# GDIB CONFERENCE 2021

4th March, 2:00 pm - 6:00 pm  
Marriott , Karachi

## SPEAKERS



**Ahsan Zafar Syed**  
CEO  
Engro Energy Limited



**Chaudhry Faisal Mushtaq**  
CEO  
The Millennium Educaty



**Fatima Asad-Said**  
Managing Director, Corporate  
Governance & People Solutions  
Abacus



**Kabeer Naqvi**  
President & CEO  
U Microfinance Bank



**Waqas Ahmed**  
HR Director  
Pakistan Tobacco Company



**Wasan Miglioranza**  
Vice President, Human Resources  
The Aga Khan University



**Jamal Nasir**  
Chief Human Resource Officer  
HBL



**Syed Mazhar Hussain**  
Group CHRO  
PTCL and Ufone



**Ayesha Khan**  
Country Director  
Hashoo Foundation



# GDIB CONFERENCE 2021

4th March, 2:00 pm - 6:00 pm  
Marriott , Karachi

## SPEAKERS



**Tamkeen Sardar Faisal**  
Head HR  
JS Bank



**Arshia Ahmad Saquib**  
Head of Human Resources  
Engro Fertilizers



**Shahida Kazmi**  
Director HR  
TMUC



**Junaid Jumani**  
Head of Human Resources  
AGP Limited



**Nida Nasir**  
GM HR  
KFC Pakistan



**Nausheen Ahmad**  
General Counsel & Company Secretary  
ICI Pakistan Limited



**Ahmad Ali Zia**  
CHRO & CEO People  
& Business Partnering HRSG



**Dr. Hina Hussain Kazmi**  
CEO  
TAF Foundation



**Tahir Yaqoob Bhatti**  
Head Retail Banking  
Faysal Bank



# Women for Board PROGRAM



# Women *for* Board Program

## Background:

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. This correlation shows a clear business case for diversity & inclusion in organizational performance context. Corporate boards across the world have traditionally been male-dominated. A growing body of international research shows that the presence of women on boards and in business leadership can have positive effects on the management and financial performance of companies. Resultantly there is an increased global focus on creating boards that are more gender diverse. Several countries have taken regulatory measures to enhance gender diversity.

Pakistan also took measures to improve gender diversity at board level. As per Pakistan Companies Act 2017, public interest companies to have at least one-woman director within three years. According to 2020 research by Securities and Exchange Commission of Pakistan, women directors have increased by 3% (8.8% in 2017 to 12% in 2019). Considering that the percentage remained almost constant between 2015 and 2017, the increase seems to have been driven by the introduction of the 2017 Regulations. The Regulations also seem to have caused a proportionate increase in the number of female independent directors. In 2015 and 2017, the number of such directors was almost constant, at 17 and 16 respectively; however, it has increased to 51 in 2019. At the same time the number of Chairwomen increased from 24 to 33 (an increase of 37.5 percent). However, it is disconcerting to note the downward trend in the number of senior women occupying C-suite positions and this has direct implications for the lack of a healthy corporate pipeline of future business leaders.

During 2019, Diversity Hub-HR Metrics organized a program for high potential C-suite women and male champions of diversity. Program focused on encouraging women to aspire for board seats & give them a sense of what it takes to get there. This program was distinct from Directors Training Program (DTP), which focuses on the knowledge & skills for member board of directors. Going forward, Diversity Hub is planning another program on 19 May 2021 at Marriott Karachi.

## Program Contents:

- Why is it exciting to be on the board?
- What value addition a woman brings to the table?
- How to tackle family and social barriers?
- How to deal with male counterparts on board?

## Participation Criteria:

- This program is meant for senior women, having passion and potential to become board director.
- Participants are selected by Diversity Hub, based on professional credentials.
- The program contains only 50 seats.

## Takeaways for Participants:

- Full day interactive dialogue and discussion with renowned speakers.
- Networking lunch with renowned directors of various boards.
- Name and profile in the Diversity Hub directory of Women for Board.
- Certificate of participation.



# DIVERSITY & INCLUSION CERTIFIED PRACTITIONERS



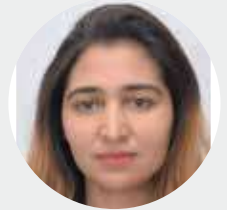
**Tamkeen Sardar**  
Head HR  
JS Bank Limited



**Umber Tanya Ansari**  
GM-Head of Marketing & Corporate  
Communications  
Engro Corporation Limited



**Junaid Jumani**  
Director HR  
AGP Limited



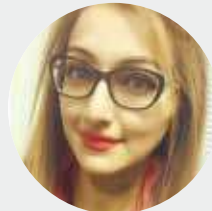
**Maria Shaheen**  
Head HR  
Amros Pharmaceutical



**Muhkam Wali Khan**  
Head HR  
Aga Khan Agency for Habitat



**Auranzeb Tanvir Soharwardi**  
CEO  
Mindgroomers



**Afsheen Ifkhar**  
Head HR  
Stewart Pakistan Pvt. Ltd.



**Noorulain Zafar Khan**  
CEO & Founder  
Mind Works International



**Hira Osman**  
Manager Learning and  
Culture Dawood Hercules  
Corporation LTD



**Imran Khalid**  
Manager L&D & Administration  
AFAQ



**Rabia Altaf**  
HR Management Consultant



**Sabeen Khalid**  
Sustainable Development  
& CSR Lead-Pakistan  
Total Parco Pakistan Limited



**Sana Sheraz**  
Private Consultant



**Basma Aftab**  
Venue Staff Manager & Lead  
Equality Diversity & inclusion  
British Council



**Sehr Jamil**  
Associate Executive Education at  
Center For Economic  
Research in Pakistan (CERP)



**Valencia Pinto**  
Associate  
Amazon Canada

# Diversity & Inclusion

## Certified Practitioners

### Why Diversity & Inclusion

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. Research shows a strong correlation between diversity and bottom-line impact.

Global Diversity & Inclusion Benchmarks (GDIB) are the standards for organizations round the world. The GDIB 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 GDIB 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 95 Expert Panelists. Among the 95 Expert Panelists is The Centre's third and final founding member, Nene Molefi, Secretary.

The Centre for Global Inclusion is the home of GDIB. Its mission is to serve as a resource for research and education for individuals and organizations in their quest to improve diversity and inclusion practices around the world. It is a non-profit US organization under 501c3 public charity focused. Details at [www.centreforglobalinclusion.org](http://www.centreforglobalinclusion.org).

### Usage of GDIB

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

### Objectives of Program

Develop executives in using GDIB Standards for gap analysis, benchmarking and strategy formulation at organization level.

Provide comprehensive understanding to develop a business case for D&I by establishing its linkage with organization's sustainability through social and financial impact indicators.

Facilitate organizations in progressive transformation from using diversity defensively as a matter of legal/ethical compliance to positioning it as a strategic asset to compete in the market.



## GDIB Benefits

- A well-designed and executed D&I strategy can help an organization to succeed.
- Achieve 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.

## Ultimate Goals of GDIB

- 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 & prosperity.

**Recommended for:**  
Chief Diversity Officer, Chief People Officer and HR Manager

### Program Fee

- \$ 500 (20% Discount for GDIB Award Winner Organizations)

**Application window will be from 15th Feb to 19<sup>th</sup> March 2021.**

This program is valid for 21 PDCs. HR Metrics is recognized by SHRM USA to offer SHRM-CP or SHRM-SCP Professional Development Credits (PDCs). For more information about certification or recertification.

**Please visit [www.shrmcertification.org](http://www.shrmcertification.org)**

# GLOBAL DIVERSITY & INCLUSION BENCHMARKS

## DICP PROGRAM PAST SPEAKERS



**Julie O'Mara**  
Board Chair and President  
The Centre for Global Inclusion, USA



**Bettina A. Deynes**  
SVP, Chief Human Resources Officer  
Carnival Cruise Line



**Charlotte Sweeney**  
CEO  
Charlotte Sweeney  
Associates Limited, UK



**Lisa Kepinski**  
Founder & Director, Inclusion Institute  
Co-founder Inclusion Nudges,



**Christina Danforth SHRM-SCP**  
Co-founder  
HR Jetpack, USA



**Lobna Ismail**  
Founder & President  
Connecting Cultures, USA



**Lorelei Carbolante**  
President and CEO  
G2nd Systems, USA



**Alan Richter**  
Co-Author GDIB, Founder and President  
QED Consulting, USA

# Workshop on **Diversity & Inclusion Leadership**

## Objectives & Significance

The workshop is designed to develop capacity needed for policy makers, business leaders, entrepreneurs and managers for effectively understanding, managing and leading diversity and inclusion in organizations. The program is designed for middle to senior level executives in private and public sector organizations. The workshop will benefit from diverse methodologies including case studies, self-assessment, peer learning, presentation and role plays.

## Benefits For Participants

1. Develop a critical understanding of issues of diversity and inclusion and their relevance to organization and leadership.
2. Learn how to build, nurture and lead inclusive and diverse teams.
3. Examine and learn from best leadership practices in Pakistan and international organizations in terms of promoting diversity and inclusion.
4. Certificate of participation.

## Benefits For Organizations

- **Develop a forte in understanding & managing gender & other dimensions of diversity.**
- A preliminary draft of the diversity & inclusion roadmap for the organization.
- Achieve better business & social outcomes by fostering gender diversity in employment & leadership.
- Enjoy an employer of choice status locally & internationally due to service & outcomes in gender diversity.

## Indicative Topics

- Business and Social Cases of Diversity & Inclusion
- Theoretical Perspective on Diversity & Inclusion
- Macro-level Survey Data on Gender and Diversity in Pakistan
- **Women on Boards**
- Key Issue and Best Practice of Diversity and Leadership in the World
- The Unconscious Bias, Backlash and Harassment

## About the Instructors

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

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



# VETERANS CAREER TRANSITION

## Integrating Veterans into Workforce



### Why Integration

Every year, hundreds of veterans retire from military career. Many of them need job for economic reason or to stay relevant and contribute towards the society. Military personnel possess behavioural skills such as integrity , punctuality, dedication to duty, result orientation, confidence and sincerity to the mission. These qualities are not only beneficial for themselves but will surely benefit the outfit they join. There is a great need to have a structured platform to connect employers with prospective candidates, likewise, veterans also need information on the job opportunities.

### Our Mission

To provide an exclusive forum to veterans and potential employers to find required talent with matching skills to job opportunities that are congruent with veterans' knowledge and skills.

### Our Services

- **Raise awareness** on the business case and benefits of hiring military veterans.
- **Mitigate stereotyping** that hinder successful veterans' employment and growth.
- **Groom veterans** on critical competencies for successful career transition.
- **Maintaining skills** inventory of military veterans needing job.
- **Provide talent** pool to corporate as per requirement & assist in placement.



**Qazi Azmat Isa**  
Chief Executive Officer



**Rizwan Shaikh**  
Head Human Resources

Inclusion being the core value at Pakistan Poverty Alleviation Fund is defined as **“Recognizing demographic diversity - women, children, elderly, persons with disabilities, indigenous groups and methodology to reducing poverty”**.

To bring PPAF’s philosophy of “ISHQ-ILM-AMAL” into action it is essential to incorporate the above-mentioned aspects of inclusion within its work to ensure that they make meaningful contributions towards inclusive development among the sections of society where the organization works.

At PPAF it is endeavored that our development work, ranging from coastal belt of Gwadar till the snowcapped mountains of Chitral, should reflect PPAF’s inclusive approach of development for the alleviation of poverty in the country.

As a sector developer and diversity champion PPAF has undertaken quite a few measures to ensure equity, women’s representation, and inclusion within the organization and in all its projects. PPAF believes that country’s gender gaps can only be met with a conscious mandate of inclusion. PPAF’s focus goes beyond numbers as there is an empirical system developed to foster organization’s mandate on gender inclusion by ensuring active participation and leadership of women within the organization, through its partner organizations and in the communities PPAF works.



PPAF acts as a guardian to ensure that all community institutions engaged across all the programs are strengthened and able to capitalize on the social capital developed at the grassroots level and comply with quality standards while living with in the PPAF's core value of inclusion.



**Group photo of the musicians with Senator Faisal Javed Khan, Zeejah Fazli, Founder of FACE, Qazi Azmat Isa, CEO, PPAF and representative of Lok Virsa at the launch of Pakistan's first music residency program, Heritage Live.**

The well-defined policies and frameworks at PPAF regarding the gender, disability and innovation are strong pillars that provide support and strength to the edifice of PPAF. Gender as a cross-cutting theme is considered as a step change requires visible and sustained leadership and commitment from senior management, as well as the necessary resources, incentives, and accountability systems which PPAF managed to promise and deliver. PPAF has developed a "Gender Policy" which ensures effective inclusion of gender as a core activity in the poverty reduction programmes. PPAF has the distinction of having women at all tiers of governance and management in the organizations. PPAF has thirty three percent (33%) women's representation across all tiers of the organization.

PPAF also has a "Disability Strategy" with a prime focus of mainstreaming of persons with disabilities (PWDs) in all PPAF supported programs. PPAF's strategy for "Persons with Disability" has its own weightage in PPAF M&E Framework with inclusive indicator under the overall goal of poverty graduation. Through this strategy PPAF is also contributing towards fulfilling the international commitment of Pakistan such as "Sustainable Development Goals" and "UN Convention on the Rights of Persons with Disabilities". PPAF also ensures that baselines document people with disabilities.

PPAF's experience of working with the poor shows that the disabled face the worst kind of societal exclusion leading to the utmost deprivation – this is further exacerbated when there is intersectionality across different kinds of discrimination.

Few years back, PPAF conducted a carpet survey of 23 Union Councils of 7 districts across Punjab, Sindh, KP, and Baluchistan to determine the extent of the disabled population and identified that 10-12% of the population suffered from disability of any kind.

PPAF's approach for inclusion ensures some support to institutions that are working specifically with disabled groups, providing services and opportunities that would otherwise not be available. Through its own funds, as a

socially responsible Fund, PPAF has supported “Family Educational Services Foundation” to enhance the quality of life and access to education of the disadvantaged of Pakistan, with particular focus on deaf children and youth. FESF, supported by PPAF, has played a vital role in creating “Pakistan Sign Language” resources for the Deaf, and these resources continue to be used countrywide.



PPAF has supported the enrolment of 500 new Deaf students from low-income marginalized communities in Sindh through Deaf Reach, the only school system for the Deaf in Pakistan with a branch network of schools providing educational and employment opportunities in rural areas. Thus far, 800 deaf students and their families have benefited with 400 Parents of deaf children trained in a year-long program. 20,000 PSL books and 15,000 DVDs were distributed across Pakistan in over 65 cities to schools/families working with the Deaf. PSL Digital Learning resources were created in form of an online dictionary of 5,000 signs and a phone app was developed. 433 persons were trained in the PSL-Beginner's Course and 55 Government Teachers were trained.

PPAF has also supported the rehabilitation of 500 Children with Disabilities in Baluchistan through the provision of Assistive Devices (Modular Prostheses and Orthoses) and ensured their schooling through motivational/psychosocial Interventions with the parents and children.



Innovation in PPAF's work is depicted as an iterative process of adapting and improving methods of delivery to ensure more effective solutions for marginalized communities. The aim is to graduate marginalized communities out of poverty by systematically testing innovative pilots, with a focus on developing and implementing tailor-made solutions for vulnerable communities.

A one of its kind innovative project is “Art Residency”. It is a musical journey out of poverty for indigenous musicians, with a focus on the marginalization of musicians within society, preserving endangered indigenous musical instruments and folk economy. The participants of the Art Residency were selected across a variety of inclusion-based factors including geographical, ethnic, and indigenous musical instruments. Diversity was a core component of the Residency in Islamabad. It included the musicians from all over Pakistan to ensure major provincial representation, including Kalash Valleys, Hunza, Multan, Omerkot, Cholistan, Rahim Yar Khan, Badin and more. Apart from a commitment to ensuring representation from different socio-economic backgrounds, a female vocalist and apprentice duo was also added as part of the Residency to include more gender balance. The participants played a variety of instruments including boreendo, murli, sarinda and raanti, to represent the diverse sounds of the soil.



Another innovative intervention is the “ECO Tourism Neelum Valley Project”, a Home-Stay concept where designated rooms within local households were renovated and marketed on an Airbnb-based model. The project focused on directly engaging low-income communities with high-tourism potential to generate self-employment opportunities in tourism services by providing the public as affordable, environmentally conscious, and family-friendly lodging options offering a unique cultural-tourist experience.

PPAF’s robust “Monitoring & Evaluation Framework” is based on inclusive indicators. These indicators specifically ensure at least 50% women stake at output level and subsequently at outcomes level encompassing participation in development activities and increased decision-making power at Household level etc. which ultimately contribute to gender responsive achievements of the overall project. “The Monitoring Evaluation & Research strategy”, at PPAF also ensures an inclusive approach of assessing impacts significantly on PWDs, youths, transgenders, indigenous groups, and religious minorities.

Inclusion and participation are being embraced in all PPAF’s projects whether it is related to physical infrastructure; livelihoods; education; enterprise; community development; renewable energy and financial inclusion.

PPAF as a national organization also recognizes the need for provincial and ethnic diversity to ensure that lagging regions are represented, and their voice heard. PPAF has clear and robust measures to track gender, diversity, inclusion, and outcomes that lead towards sustainability in all its interventions.





**Transforming  
the lives**  
of the poor  
to create a more  
**equitable and  
prosperous  
Pakistan**



[www.ppaf.org.pk](http://www.ppaf.org.pk)



Restoring Hope  
Securing the Future  
Ending Poverty

PAKISTAN POVERTY ALLEVIATION FUND



# METRO



**Marek Minkiewicz**  
Chief Executive Officer



**Zahra Hussain**  
Human Resource Director



**Hammad Mazhar**  
Manager HR Analytics & Communication

**Diversity is indispensable for METRO. Whether we talk about a diverse workforce at all levels of the organization or about women in leadership roles we are committed to build an inclusion culture where everyone is valued and accepted. At METRO, we believe that diverse teams are better positioned to unlock creativity that drives growth and economic success.**



**At METRO, diversity and inclusion is a key focus area in METRO Sustainability framework and is embedded in the organization's culture. Our senior leadership embraces diversity in all aspects and is committed to build an inclusive organization. This means, our leaders see diverse talent as a source of competitive advantage and inspire diverse people to drive organizational and individual performance towards a shared vision. A dedicated Cross-Functional Team (CFT) is formed with equal representatives of male and female. The CFT develops D&I strategy with clear goals and is responsible to design and deliver all D&I initiatives. Board members advocate D&I agenda by sponsoring different projects and initiatives.**

METRO Pakistan received award for Best "Strategy & Leadership" by The Overseas Investors Chamber of Commerce and Industry (OICCI). This is the 3rd consecutive year that "OICCI Women Empowerment Awards" has recognized METRO Pakistan for its strategy and leadership commitment for Gender Equality and women empowerment. METRO Pakistan is associated with LEAD Network Europe which is a global platform aims to attract, retain and advance women in the retail and consumer goods industry.

To empower women in business METRO Pakistan have initiated several internal and external projects;

## **Development Program for Women in Non-traditional Roles:**

METRO recognizes that gender diversity in every function is integral to improve business performance and serve our customers better. In 2019, HR team initiated development program for female employees in non-traditional roles. The aim of this intervention was to develop and uplift high performing and talented women working in store operations. With a focused individual development plan, employees get an opportunity to work on business project are supported through coaching and mentoring by senior members. Projects are evaluated by senior leadership and one to one feedback is provided to the employees. Based on project delivery and overall performance, employees are given stretched roles and career advancement opportunity as well.



## Uplifting Transgender Community:

METRO is committed to uplift transgender community by providing equal opportunity for employment and making them significant part of country's economy. To support this initiative **METRO has collaborated with Akhuwat** foundation. Through this partnership, METRO aims to provide work opportunities to trans people. As a first step, gender sensitivity trainings have been organized for employees in collaboration with Akhuwat Foundation. Moving forward, METRO plans to offer jobs to trans people in different locations across the country.



## Inclusive Culture:

**METRO strives to build an inclusive culture and values diversity** of people and backgrounds. The company has fair and an equitable compensation and job classification systems regardless **of age, gender, ethnicity, religion and policies that support and promote work-life balance.**

Employees have the flexibility to work remotely/ work from home whenever its possible underpinned by the mindset that performance and result delivery is important than physical presence. Family-friendly policies have been introduced such as flexi/part-time and sabbatical leaves to attend personal and family needs. Moreover, male employees are granted paternity leaves. A day care facility is available in head office for all employees.

Leave Fare Assistance (LFA) is a market best practice benefit offered by METRO Pakistan to enable employees to spend quality time with their families because employee's wellbeing in the form of a healthy and balanced work life is fundamental in achieving the optimal output. METRO also does not offer leaves carry forward as it believes that it is essential for everyone to take their annual leaves within the year and ensures that managers provide support. Every year, all benefits are reviewed and adjusted to ensure they are up-to-date and comparable to the market. METRO is committed to serve its customers despite of challenging times during Covid-19 lock down having all stores fully operational. To recognize employee's presence and dedication, Management rewarded additional cash allowance i.e. "Gratitude Allowance".



## Community Service:

METRO Pakistan organized Online Sessions for Home Based Workers during pandemic. For the first time, any Corporate Organization has taken an initiative to support Home Based Workers by educating them on Digital Marketing Basics via Online Sessions free of cost. Total 63 Home Based Workers showed interest in learning what Digital Marketing is and how can it help them in their business. Out of those 63, 40% were women. Each and every individual was personally called to understand their expectations and based on the input received, a personalized content was developed in house by Manager E-Commerce along with a renowned Digital Marketing Company. This initiative not only supported the local Home Based Workers grow their business but will also further build the Good Will of METRO in the local market and improve future market linkages.

## WiT Festival

The Women in Trade Festival, was organized in October 2019, as part of METRO's Global OWN BUSINESS DAY Mega Celebration and has been another major step by METRO Pakistan in the direction to build a future where women have equal representation in the business. METRO Pakistan basically provided platform to women running their business from home to support them and connect them to the market - with the vision to contribute to a future with increasingly more Women Owned businesses sustaining & flourishing, because women are not only the key decision makers for their households, but are also the key contributors in commerce. The Women in Trade Festival, saw 60 plus Women Business owners setup up stalls for FREE at our DHA Store in Lahore to promote and sell their products. The event was an instant hit as a lot of women and men both came out to support this unique initiative. The customers enjoyed exposure to a diverse range of food, organic products & crafts.





engrofertilizers



**Nadir Salar Qureshi**  
Chief Executive Officer



**Arshia Ahmed Saqib**  
Head of HR



**Maheen Inayat**  
Diversity Officer


## The Journey of Diversity & Inclusion at Engro Fertilizers

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

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

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

To make recruitment targets achievable and realistic, an extensive role mapping exercise was conducted to analyze all positions in the organization and map them for suitability for female occupancy. The study factored in overall job requirements including safety, field travel to the agriculture hubs of the country, interaction with dealers and farmers and socio-cultural constraints. In roles marked as highly suitable for women, concerted efforts were made to find the right candidates through women centric sourcing channels, social media platforms, career drives and partnerships with women led forums.



Engro Fertilizers welcomes individuals from all walks of life and celebrates diversity, equality, and inclusion in the workplace. As a diverse and engaged organization Engro Fertilizers has taken active measures to introduce policies promoting Diversity & Inclusion. The leadership at Engro Fertilizers plays a fundamental role in encouraging all women to progress within their careers and deliver value across all locations, divisions, and levels.

To show our commitment to gender diversity, female candidates for Graduate Trainee Engineer roles were taken to our plant in Daharki along with their parents to experience our state-of-the-art colony firsthand, the facilities offered and the safety it promises to all employees. As a result, the number of women hired as graduate trainees increased by 100%. Additionally, another first was achieved by hiring female interns from Sindh Agricultural University, Tando Jam and University of Agriculture, Faisalabad to give women the opportunity to experience field-based jobs. We are the pioneers in the agriculture sector for opening avenues to women employees in unconventional roles and represent women from varying socio-economic backgrounds with a diverse set of skills, working with us as Trade Apprentices, GTEs, Workshop Supervisor, Warehouse In-charges and in field-oriented roles.

To further our efforts in uplifting the community around us, career counseling and job placement sessions were conducted by Engro Fertilizers' plant team in Sukkur in coordination with Sindh Technical Education & Vocational Training Authority. This effort has resulted in the hiring of six female trade apprentices for the first time in the organization.

A capability development platform, Women of Impact was also introduced, and the focus of the platform was to improve the capacity of our women employees and to build a strong leadership pipeline for the future. To this end, various sessions around personal effectiveness, navigating your career, communicating assertively, and juggling professional and personal lives have been conducted.

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

At Engro Fertilizers we turn dreams into reality through our inclusive culture and gender friendly policies enabling everyone to break barriers and cross the innumerable obstacles which come their way, empowering them to carve their careers with Engro Fertilizers. Engro Fertilizers is now set to champion women and build their capacity to enable them to take up senior leadership roles.



# ENGRO ENERGY

Enabling Growth  
Through Energy Excellence



**Ahsan Zafar Syed**  
CEO



**Zeshan Taj Khan**  
VP HR & Admin



**Ayesha Jamil Khan**  
D&I Lead

Engro Energy believes in the inclusive business model for its CSR initiatives which ensures that the main beneficiaries of the projects are the inhabitants of the communities around its plants and sites. Engro Energy also strongly supports initiatives which uplift D&I progress within local communities particularly in the region of Thar. Engro Energy, under the Thar Foundation umbrella has led many initiatives which positively impact females in the Tharparker region through better education, healthcare, accessibility to water and means of livelihoods.

In the past, most females of Tharparker, had to walk for 2 to 4 miles everyday to fetch drinking water from the wells in the scorching heat. Under the SDG framework followed by Engro Energy and Thar Foundation, around 10 RO plants have been installed by Thar Foundation and 10 RO plants have been adopted by Thar Foundation from the Government of Sindh for operations. To further the cause of diversity in the region, around 15 Thari women were trained from the community around Block II to operate these RO plants which provides WHO standard safe drinking water to over 40,000 locals of Thar.

These women were provided six weeks extensive training including classroom lectures, practical and HSE classes. Out of the total women trained, 12 of these women are full-time employed through Engro's contractor as they manage the water distribution to their communities.





**MARVI CLINICS:** Thar Foundation in line with its vision of providing quality healthcare under the UN Sustainable Development Goal 3: Good Health & Well-Being is on a mission to make Islamkot a model tehsil in terms of its health statistics and indicators. To this effect, we are building the Thar Foundation hospital – a state of the art 250-bed hospital – in collaboration with the Indus Hospital.

Guddi Bheel, a lovely 5-year old girl, would play, run, and walk to school with her friends. She enjoyed every bit of her life with friends in kindergarten at Thar Foundation School. One day while enjoying a ride on a swing at her home, she fell off and received an unfortunate spinal cord injury, making it hard for her to walk, and causing excessive pain in her back and neck.

Unable to bear expenses of the treatment and to avoid a potential health issue, her father contacted Thar Foundation for support through the Foundation's flagship Marvi Mother & Child Clinic.

After careful examination of Guddi and analysis of her case, the Marvi clinic staff referred her to one of the best neurosurgeons in Karachi. The Thar Foundation's team closely monitored the 3 month-long treatment with Guddi now able to walk and play with her friends at school.

The Marvi Clinics opened by Thar Foundation are managed by the Indus Hospital and continue to provide access to free healthcare to the communities of Thar Block II, Gorani and adjoining areas covering a radius of almost 100 kilometres.

It will be years before we know the real impact of COVID-19. Before the pandemic, the financial fallout from lost productivity relating to mental illness cost businesses a lot. Consider the pandemic and the year in lockdown, company must now put employee's well being and their mental health as a top priority. Most organizations are behind in implementing key initiatives to improve mental health in the workplace before and especially after COVID-19. As a result, organizations without innovative programs in place will see a rise in absenteeism and presenteeism at work. Unfortunately, in Pakistan, mental health comes with a lot of stigma attached to it and therefore organizations must first fight the taboos attached to this topic.

Covid-19 caused major disruptions affecting the lives of employees. They are struggling with a lot of uncertainty around personal and family health, job status and workload, social isolation, and financial problems. Due to the stress, anxiety, and uncertainty brought on by COVID-19, many employees had already been sliding down the mental health continuum, meaning they are experiencing symptoms of psychological distress, which, if left untreated, will lead them on the pathway to burnout and depression.

Currently, employees are in survival mode, meaning they are working on getting through the day but have not processed what has happened to them physically, emotionally, socially, and mentally. Many are experiencing burnout, particularly those working in essential services.

Therefore, Engro nergy decided to take initiative around policy-creation, communication, training resources, and early-intervention treatment: This can include sharing resources through internal marketing channels to promote awareness; breaking the stigma attached to mental health, and giving employees access to an in-house therapist for counselling.

More than ever before, digital technology is playing a crucial role in the treatment of mental illness, opening up ways for people to access treatment well when face-to-face talk therapy and medication weren't readily available. Investing in mental health initiatives for leaders and employees of an organization can help in several ways.



There is still a stigma surrounding mental health. By revealing issues, people fear to become isolated, viewed as abnormal, and considered unfit for the job. Employers have an essential role to play in supporting employees with education about mental health and creating an open dialogue. Providing resources that promote awareness can help create an accessible and positive workplace, one that fosters engagement and attracts talent.

To ensure that the mental health of employees was kept protected, Engro energy got a therapist on board in April 2020 when lockdown started due to Covid-19. EEL worked tirelessly to overcome the taboo against mental health. The purpose of this was to create self-managed wellness as a tenet of the company culture, enabling our employees to manage stress and anxiety through open communication, workshops, online counselling, and other wellness related activities.

We conducted 6 workshops for all our employees, especially our site employees on the topics of stress and Productivity Enhancement Workshops. Post-lockdown, we also conducted In-house Counselling, Webinars and Female Focused Sessions as we realized that the pandemic has been especially hard hitting for employed females.

Mainstreaming starts with the easiest place to make a practical appropriate adjustment in our own workplaces. Workplace mainstreaming is about creating an inclusive, barrier-free workplace, where disabled people can participate equally, whether as employees or volunteers. This includes physical access, accessible communications and work-related information, appropriate policies, and procedures, and ensuring that other employees treat disabled people equitably, with dignity and respect. Accessibility of the environment is a key factor in facilitating people with disabilities to achieve greater independence, participation, and social inclusion.

EEL researched how companies all around the globe such as Microsoft have done tremendous work on accessibility. However, when it comes to companies in Pakistan, hardly any organization has worked on creating an accessible infrastructure for the inclusion of persons with disabilities in the workplace. Persons with disabilities face physical, social, economic, and attitudinal barriers that exclude them from participating fully and effectively as equal members of society. They have lack of equal access to basic resources such as education, employment, healthcare, and social and legal support systems, as well as higher rate of mortality. In spite of this situation, disability has remained largely invisible in the mainstream development agenda and its processes.

After researching how to go about it, EEL came about to the conclusion that it first must understand exactly where it stands when it comes to accessibility for PwDs. Engro Energy onboarded a group of trained access auditors with diverse disabilities and professionals to conduct the accessibility audit. The main objective of this audit was to determine how well a particular building is built in terms of access and ease of use by a wide range of potential users including persons with disabilities. Therefore, we conducted an accessibility audit for 4 of our locations including: Head office, 2 Thar sites and Qadirpur site. EEL covered the location areas of 179,648 sq feet in this audit.

After the assessment of our status, EEL decided to begin making the recommended renovations to its head office. All the recommendations were followed for 4 different types of disabilities: visual, auditory, motor, speech. Not only was EEL able to implement these recommendations during the lockdown, but it also achieved the IAAP & GAATES Certification for an accessible workplace making EEL's 16th floor the only cross-disability accessible floor of the Harbour Front Building.

Furthermore, EEL has also installed JAWS as a screen reader for its visually impaired employees, along with creating accessible job posting. It is also launching a persons with disabilities skill development program.







Good food, Good life.

## “We are Nestlé. We are Each for Equal An equal world is an enabled world”



**Samer Edmond Chedid**  
CEO & Managing Director



**Akmal Saeed**  
Head Human Resources



**Abdullah Jawaidd Ahmad**  
BEO Nestlé Professional and Diversity  
Champion

Diversity and Inclusion is an integral part of the Nestlé culture. It is engraved in the way we think, the way we work together and the way we act by setting the path for others to follow.

Diversity & Inclusion is deeply rooted in our core value: **RESPECT FOR DIVERSITY**. We aim to provide a workplace culture that generates equal opportunities for everyone; where people are treated with dignity and respect. With constant efforts to expand and strengthen this inclusive culture, it helps us leverage the unique skills, knowledge and experiences of our diverse workforce.

One important element of D&I is Gender Diversity. Women make up more than half of the world's workforce. They represent majority of the newly educated talent in the world today, a trend that is set to continue upwards. The fact that almost 70% decision makers for Nestlé brands are women only strengthens our business case for gender balance. Therefore, striving for gender parity and women empowerment is an essential contributor to our ways of working.

Our commitment to diversity prevails at all levels in the organization. The Leadership is committed to promote the attraction, development, and deployment of diverse talent. At top management level, we have a

diversity committee that is headed by our CEO, Mr. Samer Chedid. Our Diversity Champion, Abdullah Jawaidd is also a leadership (C-Suite) team member and an equal and influential partner on the senior leadership team which goes to show our commitment to the cause. Leaders at all levels lead the organization's D&I initiatives across their function. Each function has set goals and KPIs for D&I and functional steering committees are conducted to discuss issues and opportunities relevant to D&I. The diversity and Inclusion subcommittee at OICCI forum is chaired by Nestlé Pakistan. Former Market Head Nestlé Pakistan. Our former CEO, Mr. Bruno Olierhoek was a Chairman of the OICCI CSR committee and made Women Empowerment a joint OICCI initiative. We are also a UN WEP Signatory and actively engage at different WEP forums. We have a strong focus on not only developing females, but also tracking progress on our efforts in the form of D&I KPIs.

Every hiring we do at Nestlé is based on our diversity journey. Our Kero Aitemad and Phir se Ker Dikhao platforms help create awareness amongst female youth and mothers, equipping them with required skills and experience to jumpstart their careers. At Kero Aitemad, we break stereotypes by enabling women to occupy positions in functions where female count is generally low. We liaison with universities to create awareness amongst graduating female students and share stories and experiences of the women that joined the workforce to encourage them and foster an ambitious mind-set while our Phir se Ker Dikhao program provides an opportunity to women on career breaks to connect back with their work-life.

workforce**tomorrow**

In addition to driving Gender Diversity, Nestlé is living up to its promise of equal opportunity employer by creating opportunities for differently abled talent in the market. Our recent launch Hay tum pe Yaqeen is a platform for differently abled persons to see the possibility of their abilities and inspire themselves and others. The differently abled are hired on one-year trainee program on positions over and above the existing headcount. Our facilities have improved over the time to be more accessible for the differently abled and more projects are added to the pipeline to ensure inclusion and accessibility.

Being the pioneer for ensuring a wide range of female specific infrastructure and facilities, Nestlé Pakistan is one of the few organizations providing all in one place. Our company policies on flexible working options; Day Care support with baby feeding rooms at every site across Pakistan; on site residence for females; trainings on Gender Balance, unconscious bias and sexual harassment; mentoring and coaching for Women; ensuring females in succession plans of key positions; female sponsorships; dual career support; company sponsored travel arrangements 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. Not only this, all our Policies and Practices are flexible and easily adaptable to the prevailing Covid circumstances for e.g. After resuming office in small teams, females with small kids and/or moms-to-be are still working from home.



As part of our purpose, we at Nestlé are committed to add value to lives of people and communities that we operate in. Long term prosperity only comes when women are provided a level playing field to achieve their potential thus, Nestlé Pakistan & BISP joined hands in 2017 to provide BISP beneficiaries with livelihood opportunities by involving them in **door-to-door selling of Nestlé products and encourage them to pursue entrepreneurship by purchasing their own stock.** Under this Nestlé BISP **Rural Women Sales Program, we have also partnered with Akhuwat** Microfinance to extend micro-loans to these beneficiaries. Since inception, we have successfully enrolled 1350 BISP beneficiaries as our Sales Agents and have generated PKR 86 Mio to date.

We are committed to empower women in rural areas as we believe in diversity in our business and extend support by developing initiatives that **promote training and professional development for women along our supply chain.** Till date, Nestlé Pakistan has trained over 14,000 women Agripreneurs on best dairy farm practices in the last 4 years and is committed to continue doing so in future.



We are also aligned with United Nations Sustainable Development Goals, SDG 5 of Gender Equality and SDG 8 on Decent Work and Economic Growth to empower dairy farmers and improve livelihoods in communities.

Moreover, to support vulnerable communities affected by Covid-19, Nestlé Pakistan donated PKR 100 Mio in form of cash **and company products that was contributed by the employees and matched by the company.**

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

The best way to promote diversity in workplace by embracing it and having a broader outlook, connecting with your colleagues regardless of their cultural background, finding a common ground, deepening our appreciation of differences and promoting an inclusive and welcoming environment. Our efforts as an organization and more importantly as individuals will help create opportunities for everyone around us and build a safer more inclusive world for all.







**Ali Akbar**  
MD & CEO



**Usman Zahur**  
Area Director APA



**Waqas Ahmed Khan**  
HR Director

**Diversity and Inclusion has always been at the forefront of what we do at PTC. We believe in building diversity of capability and thought to achieve commercial excellence and deliver value and growth for our shareholders.**

We live our 5 Ethos (Bold, Fast, Empowered, Responsible & Diverse) to create a future-fit business and organizational culture at PTC. The diversity of our people is our key competitive edge and an enabler to work together and deliver our purpose of building A Better Tomorrow.

**Number of years ago, we embarked on our journey of Diversity, and we have come a long way now. Over the last 5 years we have doubled our Gender Diversity. We still have a lot more to do to grow females into senior leadership roles. As we evolve and diversify our business, we are looking to go beyond gender diversity. We are actively recruiting for new capabilities that we need for our business to grow. We actively promote difference of thinking, opinions and backgrounds that makes us unique. And most importantly we are working towards a culture and environment where people bring their difference to challenge the status quo with new ideas and ways of working.**

**PTC's commitment to build diversity and an inclusive workplace begins from the top leadership. What we have achieved so far in this space was not a mere co-incidence. We had a clear strategy and plan in place, driven by the top leadership and executed across all levels with every individual playing their respective roles.**

**Our strategy is simple: PTC wants to be an Employer of Choice for Diverse Talent. We do that through focusing on 4 key pillars:**

**a) D&I Vision b) Enabling Culture c) Employer Value Proposition and d) Policy Framework.**

## D&I Vision: Key Part of Talent Strategy

PTC is known as Hub for Talent export to the BAT Group across the Globe. We grow our Talent by providing them the right experiences locally and internationally. This is a key enabler making our Talent Diverse and helping them succeed internationally.

As we move into New Categories, we are actively looking for cross industry, diverse and new capabilities. We drive high performance; develop the next generation of our leaders and create an engaging culture where individuals and teams succeed and make a difference.

### We are diverse

Value different perspectives.

Build on each others' ideas, knowledge and experiences.

Challenge ourselves to be open-minded recognising unconscious bias.



## Enabling Environment: Attract, Retain & Grow Diversity

At PTC, we believe in a culture of 'Stretch and Support'. This not only helps us grow leaders but also deliver our commercial agenda.

Our Business is across the country including remote locations where we have Sales Offices, Factories and Leaf Operations. We ensure that we have a female friendly infrastructure across these locations.

We are committed towards providing a safe environment to our employees where they can express their views/ opinions and ideas openly.

## Employer Value Proposition

Our employer brand – 'Bring your Difference' – has a strong presence across social media channels, including LinkedIn, Facebook and Instagram. We are leading our industry in social media engagement and offer unique professional experiences while being an equal opportunity employer.

PTC is proud of a very strong Talent Brand in Pakistan and we are a Top Employer for 2 years in a row. Our flagship platform of Battle of Minds helps us attract the top talents from the top universities. We are now actively working towards incorporating Diversity & Inclusion into our Talent Brand Strategy.

## Policy Framework to support Diversity and Inclusion

At PTC, we do a yearly parity survey to understand where we stand in terms of our D&I policies, and conduct focus group sessions to understand the gaps and upgrade wherever necessary. The Policy Framework supports working mothers with flexible work opportunities and childcare support. We are proud to have one of the best paternity & maternity policy in the Pakistani corporates.



FLEXIBLE WORK POLICIES



BENCHMARK CHILDCARE POLICY



MATERNITY & PATERNITY POLICIES



NEW PARENTS COACHING SUPPORT

Our focus is not only on hiring female employees but also to develop them internally and strengthen our talent pipeline to grow them within the organization. We recognize and play our part to enable our talent to give their best each day and the following initiatives are a testament of our Leadership's commitment to creating a more inclusive environment for our people.

In short, we will continue to build an inclusive culture where difference is valued, where employees from diverse backgrounds and experience feel they belong, are at their best and inspired by a Better Tomorrow.





**Asad Ali Khan**  
CEO



**Fatima Asad-Said**  
MD Corporate  
Governance & People  
Solutions



**Sarosh Qamar**  
Chief Human  
Resource Officer



**Ahmed Iftikhar**  
Manager Talent  
Acquisition & Diversity

Since 1987, Abacus has pioneered the business transformation services industry in Pakistan. Over our 34-year journey, we have evolved through a focus on building deep partnerships with global leaders and sustained investment in widening our global reach. We are passionate about partnering with our clients, as advisors, consultants, technology specialists, systems integrators and outsourcers. For the people at Abacus, satisfaction is facilitating our clients to transform into winning organizations.

We are industry leaders in providing business solutions to a diverse portfolio of enterprises, offering unmatched capabilities and a capacity to build customizable, strategic, and insight-driven solutions that maximize efficiency and results. Our operational framework not only entails executing our clients' strategies, but also providing key insights and thought leadership across the organization value chain.

Our mission is to be the transformation partner of choice globally for clients determined to succeed in a rapidly changing world, so that together we create the future of business. In line with this mission statement, we at Abacus focus on transforming our people through L&D and D&I strategies and campaigns to maintain our leadership role in Consulting, Technology and Outsourcing services.

As systems evolve through research and data-science, one factor has come to the fore, showing that companies with a diverse workforce, and inclusion strategies perform better, not just in terms of quality delivery, but also financially. They are better equipped to attract top talent, improve customer orientation, employee satisfaction and engage in informed decision making.

However, utilizing D&I as an enabler of business impact can be particularly challenging. In order to face this head-on, it is imperative that the commitment and vision of the leadership promotes D&I initiatives. Abacus remains committed to promote diversity & inclusion in the workplace, as it ensures long-term sustainability for its people and the world at large.

Through continuous growth and expansion, Abacus' network now spans across four continents. We are becoming more diverse and this is where our strength lies. Global Diversity & Inclusion is part of our strategic priorities. By winning 5 awards in D&I, Abacus maintains its position with the league of organizations working on the 2030 Agenda of the United Nations i.e. a plan of Action for People, Planet, Prosperity, Peace and Partnership for Sustainable Development Goals (SDGs).

We at Abacus firmly believe that a strong corporate culture that invests in diversity and inclusion is one of the key competitive advantages that leading D&I companies maintain. The presence of a diverse and inclusive workplace culture at Abacus is a strong business catalyst that exists to tap the potential of emerging markets, broaden the talent pipeline, and enhance our brand and corporate reputation. In order to ensure that diversity and inclusion remains at the forefront at Abacus, we instill, nurture, and expose our HR to the right learning opportunities and conditions over time. This joint effort is supported by the commitment of individuals at all grade levels and geographic locations, backed by our strong and ethical leadership commitment enabling diversity and inclusion to thrive on a continual basis.

The HR Committee of the Board chaired by Ms. Fatima Asad-Said, MD, acts as the Abacus Diversity Steering Committee, and its objectives are to provide executive leadership and direction to the diversity and inclusion initiatives. This includes:

1. Clearly articulating why inclusion is critical to business **success**
2. Integrating D&I into the business strategy and goals, and communicating those throughout the company
3. Aligning human resource policies and management practices with these strategies
4. Creating/supporting (as appropriate) other D&I structures (e.g. diversity council, affinity groups, etc.).

The council typically meets on quarterly basis at the executive level. As the governors of diversity and inclusion in Abacus, the matrix systems, measurements, and framework on achievements are reviewed on a periodic basis. Goals and successes are presented bi-annually to the Board of Directors.

Our values include leadership accountability to ensure effective implementation of fair D&I practices. We expect our leaders to become the change agents, inspire others to take responsibility, and be role models.

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

Our commitment to provide learning opportunities at all levels builds leaders from within, thereby strengthening the employer brand in order to acquire and retain top talent and sustain our performance-driven culture.

Over the last 34 years, D&I has played a significant role in the continuous growth, success and strong performance of Abacus, and enabling a highly motivated and profoundly engaged workforce of over 3,000 employees globally. The D&I strategy deployed at Abacus adds value through employee well-being and engagement.. Abacus acknowledges the benefits of a diverse workforce that bring different and creative ideas, experiences & identities through their unique ways of working, which also benefits the employees.

Abacus openly embraces differences and seeks to provide an inclusive environment that permits the people working here to freely express themselves and participate openly in all social work, teaching, learning activities and in particular feel safe from abuse, harm, or unfair criticism. Since inception, Abacus has been an equal opportunity organization driven by a compelling vision, to be a company with diverse demographics while maintaining best practices that promote equal opportunity employment, differences in opinions, creativity, and innovation. Our People are encouraged to be themselves thus promoting genuineness which is reflected in their work; thus stimulating growth, development, and succeeding through relevant contribution towards their team.

The two key roles and responsibilities of D&I communications are: Giving each individual and diverse group an equal voice and a sense of belonging to Abacus. Informing, educating, and supporting all employees to embrace an inclusive frame of mind in every aspect of their career. Senior representatives in all practice and support areas of the company are flag bearers of the D&I program; backed with the full and active support of the Corporate HR team to guide and accelerate firm-wide change, by lending their voice and representing the imperativeness of D&I. The theme of our Corporate Newsletter – Times of Abacus not only demonstrated Abacus as a model employer; leveraging diversity & inclusion to empower our people but also deliver the best service to our clients and make a meaningful difference in the world.

Abacus has immersed diversity and inclusion throughout the recruitment and onboarding communications; this includes Need-to-Know sessions during the hiring of new employees. Throughout the recruitment and onboarding processes, our D&I strategy is always in check to ensure the alignment of the onboarding processes of written communication. To reinforce this further, we also check for inclusive language and ensure that it matches our positioning as an organization.

The CHR department is dedicated to providing equal opportunity and non-discrimination on the grounds of disability, sex, age, race, color, ethnic origin, marital status, or religion. This department provides employees with a working environment that is free from both intimidation and harassment. Corporate HR runs biannual training programs with regards to aligning employees Career Development Plans through classroom level soft skill trainings on D&I policies, programs and practices to signal the importance of the work to all employees and to make a meaningful impact on company's culture and the workplace. These trainings highlight the importance of D&I as an important social issue for multi-cultural setups.

The recruitment process at Abacus incorporates several core principles; the principles include building workforce capabilities, selecting on merit, ensuring fairness and accountability, valuing a diverse workforce, and ensuring an efficient and effective process.

#### **Non-Discriminatory Employer:**

Abacus is an equal opportunity employer that does not discriminate against the offers made to the most suitable candidate on merit disregarding color, creed, ethnicity, or gender. Gender-specific positions such as males as peons and females as receptionists do not violate the equal opportunity rule. We revel in the fact that we have been able to develop a culture that supports the needs of our female staff which constitute (30%) of our workforce.

The Board of Directors at Abacus are the role models and driving organizational change across all the business units spread in various geographical locations to become a forward-thinking and flexible face in the evolving work environment. Additionally, Fatima Asad-Said, MD was invited to give a keynote speech at the women's leadership program conference in Lahore, celebrating the International Women's Day. Abacus also partnered with the US-based Centre for Creative Leadership, launching the world's top executive leadership programs in Pakistan. These are also openly available for the employees working at Abacus to allow them to benefit from the programs.

Abacus, being a partner in transformation, is fully committed towards empowering its employees through technology and ease of access to information. Through our Success Factors module, the entire employee lifecycle is effectively handled. Not only in terms of recruitment, but in terms of career development as well. Using Continuous Performance, employees are routinely informed about their activities & achievements – their career goals are linked with this. Moreover, the Learning Management System effectively ensures that the code of conduct is routinely communicated (through policy documents & quizzes). Employees are also intimated about promotions, Long Service Awards and Performance Awards, through Success Factors. Additionally, Abacus has an internal online social network; Yammer. This platform enables employees to interact on a daily-basis, enabling information divulgence and inter-departmental communication.

Values are the heart of our culture, a culture based on a strongly held and widely shared set of beliefs.

Nurturing a healthy environment is inextricably linked with living Abacus' values. The role and responsibility of our D&I communications is quintessential, in order to achieve this, we have appointed senior representatives in all Practice Areas, who act as visible champions and sponsors of ensuring our values, with the active support of Corporate HR. For instance, In order to live our values fully, inclusive language is used, which is free from words, phrases or tones that reflect prejudiced, or discriminatory views. Corporate HR ensures that Abacus' values are embedded in the policy manual, recruitment, onboarding as well as need-to-know sessions.





**Yousaf Hussain**  
President & CEO



**Monis Mirza**  
Head Human Resources



**Habiba Sulman**  
Head Diversity & Inclusion



## Diversity Reflects our Core Islamic Values of Equality, Respect and Compassion

With the belief in core Islamic Values of equality, Faysal Bank values diversity and inclusivity as its primary driving force, which allows us to benefit our people and simultaneously, helps our business to grow. Faysal Bank holds gender diversity and differently abled inclusion as the cornerstone of our diversity, equality and inclusion strategy.



### Working towards Increased Gender Equality

For more than three years now, we have worked systematically to move the needle towards increased gender equality. Why? **“BECAUSE AN EQUAL WORLD IS AN ENABLED WORLD.”**

“At Faysal Bank, we work to promote gender equality not only because it is ‘fair’ and ‘the right thing to do’, but because it is essential for our business performance. Increased gender equality based on merit will also strengthens employee engagement and enhances our ability to attract talent.”

Mr. Yousaf Hussain, President and CEO, Faysal Bank, shared his view on 2020 International Women's Day event.

### Lean in Circle - Faysal Islami Women Connect

Faysal Bank has a history of working on diversity and inclusivity agenda with one of the highest female workforce in the banking industry. Therefore, we are sensitized to not only having a diverse workforce but also working towards building an inclusive work environment. Back in 2019, Faysal Bank launched an in-house platform, a Lean in Circle of Faysal Islami Women Connect, aiming to offer support to our female employees from our senior role models in the bank, giving them an opportunity to learn and inspire each other.

Our coaching program designed for female staff has Dr. Irum Saba as the Lead Coach, who has more than 15 years of experience in the field and sits on boards in Pakistan, Malaysia, Australia and Maldives.

Dr. Irum Saba plays a pivotal role in our Islamic Culture Transformation and is coaching our female staff to excel in their careers in Islamic Banking and Finance which is not only beneficial for the bank but females who want to grow in their careers in Islamic Banking and Finance.

### Power to Influence

Ms. Syeda Sarwat Zehra is a Senior Regional Manager in Branch Distribution, where she has been able to influence the female workforce for the past 13 years as a leader.

**“Faysal Bank has given me the opportunity to wield my influence both as a Senior Business Manager and a mentor for our Faysal Islami Women Connect. Inspiring and coaching young ladies motivates me and I feel that I am not only helping them to build their career but also guiding a generation for better Pakistan.”**

She feels that, her influence in the organization affects the lives of many women including her work with the Pink Ribbon Foundation where, Faysal Bank partnered with "Pink Ribbon Pakistan" for setting up the first free-of-cost breast cancer hospital in Lahore. As a part of its support Faysal Bank has also sponsored an ultrasound room for early detection.

FBL Women Connect 2020

Create an equal world.  
All the time, everywhere.

#EachforEqual

## Focusing on Unique Abilities

In line with our values of Respect and Compassion, we want to give back to the society and come out as an organization that is a driver for social change. In the short term, our goal is to work on empowering differently abled people by bringing them into the regular workforce, while identifying and working on other areas of their lives as well, through which they can be provided with equitable opportunities and a level playing field.

In the long term, we want to create a culture where individuals of all backgrounds feel confident in bringing their whole selves to work, feel included and their talents nurtured, empowering them to contribute fully to Faysal Bank's vision and goals.

We are an equal opportunity employer and offer work opportunities to people with different educational backgrounds **regardless of their ethnicity.**

Hiring a minimum number of differently abled staff each year is Faysal Bank's priority. As part of our diverse and inclusive recruitment agenda, Faysal Bank, as a strategy, is now recruiting from special schools. We were able to recruit 10 people from the school of visually impaired in one of our departments in 2020, whereby, we specifically invested in a special call center technology where the differently abled staff can perform at their best and also become productive members of society.

**"At Faysal Bank, our commitment to Islamic Banking and Islamic Values has led us in this direction where people from all backgrounds are welcomed based upon merit. We are willing to go the extra mile in accommodating people with different needs. This has been exhibited in our on-boarding of differently abled persons in contact centers as well as having the highest ratio of gender diversity in the banking industry."**

Ms. Uzma Azfar, our differently abled team member talks about her experience of working in outbound call center at Faysal Bank.

**"I joined Faysal Bank in August 2020, where this was my first experience to work with sighted people, so that is why, I was very nervous about how I will deal with these people. But when I came here, everyone introduced themselves very normally; they** were full of enthusiasm, while this was also their first experience to interact with a differently abled person like myself. I am delighted to tell you that the management and all the staff of Faysal Islami are very supportive and our managers ensure ease of work for us. In addition, we participated in different trainings, which increased our knowledge and have been able to do all **required assessments. Now, we have started taking regular calls at the call center by the help of my screen reader (JAWS)** which they purchased for us. I would like to thank all my colleagues for their cooperation especially our team leaders and our backup team leader Mr. M. Aqib Ali. He is such an amazing person because he trained us and taught us how to work and assisted us in difficult times.

Ms. Alina Islam, another differently abled member shares her views as follows:

**"I joined Faysal bank 5 months ago and I attended lots of trainings here with sighted staff. The management deals with me in the same way as all other Faysal Bank staff members. This really motivates me to work harder and harder. My experience with Faysal Bank is going very well and I feel absolutely free and satisfied while working here. The staff is very cooperative and supportive."**

Keeping the same in view, Faysal Bank also celebrated International "White Cane Day" this year where our differently abled staff was acknowledged for their hard work and commitment.

**With the belief in the idea of equality, Faysal Bank has always advocated for an inclusive society where each member deserves** equal opportunities. Following this vision, Faysal Bank was the lead sponsor of the 5th Special Olympics Pakistan Unified Marathon 2020, which hosted 1,300 differently abled children and adults.



**Rehan Shaikh**  
CEO



**Muhammad Umer**  
Country Head HR



**Farheen Irshad**  
Team Leader, Talent Acquisition

We believe in equal opportunities for all. Gender equality is a critical factor that will further our success, and we are committed to empowering women in the workplace, and our communities.

Futuremakers by Standard Chartered is our global initiative to tackle inequality and promote greater economic inclusion in our communities. We provide young people from low-income households, particularly girls and people with visual impairments, with opportunities to take part in community programmes focused on education, employability and entrepreneurship.

### **We deliver “Futuremakers” through three Global Community Programmes:**

**Education:** GOAL Programme is our global education programme for girls and young women, teaching life skills through sport. In Pakistan this was launched in 2016. Our young girl focused programme grew in 2020 by empowering over 16,000 girls and is currently actively running across 40 schools in Karachi and Islamabad.

**Youth to Work** is our global employability programme that creates opportunities to support young people to become job-ready. The Bank has recently hired two girls who were part of the Goal programme employability module.

**Entrepreneurs for Growth** is our entrepreneurship global programme that builds on our existing financial education training for entrepreneurs and Women in Tech Incubators. We launched the #SCWomenInTech programme in 2019 with the objective of providing a financially inclusive environment for females. This programme aims to support female-led entrepreneurial teams with training, mentorship and seed funding. The programme was developed to address gender disparity in the entrepreneurial sector and to start or scale up their businesses enabled by technology.



#SCWomenInTech is aimed at helping identify and grow female-led businesses by bringing their unique business ideas to the market whilst celebrating women in Pakistan.

In 2020 the programme received more than 250 applications out of which 25 were shortlisted to embark on journey of discovery, learning and development. Last year, in addition to regular proposals, the Bank introduced a new category for "COVID-19 relief-based proposals". Of the 25 shortlisted businesses, five were COVID-19 related projects.

We believe everyone should have access to opportunities to realise their full potential and believe that we can make a difference in promoting greater economic inclusion in our markets. We want to use the unique skills of the Bank and our employees, to share skills and build the capacity of young people to access jobs and economic opportunities that will help close the inequality gap.

To align with this, the Bank held various webinars to educate what the Bank has been doing on the sustainability front. Through these webinars, the Bank engaged with a wider community. This aligns with the Bank's purpose to drive commerce and prosperity through our unique diversity and reinforces our promise to be Here for good.

Standard Chartered Pakistan remains steadfast in its commitment to improving gender balance, developing senior leaders, and creating an inclusive environment that equally supports different genders, abilities, background, race and ethnicities. Our Diversity & Inclusion strategies are:

- 1. Best Place to Work:** Attract, engage, develop, and retain diverse talent to maximise performance.
- 2. Best Place to Bank:** Deliver banking products and services to meet the needs of our diverse client base to drive brand value.
- 3. Prosperous Communities:** Support a diverse and responsible supply chain and investment in our communities.

Our approach to diversity and inclusion focuses on:

1. Sponsorship from the top and leadership commitment
2. Strategic alignment and integration with people and business processes
3. Building Awareness & Capability: Inclusive Leadership Programme, D&I Index, toolkits and webinars (cultural dialogue, transgender inclusion, ally to an advocate, mental wellbeing, disability, and inclusive recruitment)
4. Brand Value & Client-Centric: Recognising key international D&I dates (Int Men's Day, Women's Day, Pinktober etc), social media campaigns, senior leader visibility and sponsoring external events, client engagement through D&I.
5. Supply Chain & Communities: Focus on supplier diversity and providing financial support for D&I centric businesses

Our purpose depicts our commitment to D&I, "Driving commerce and prosperity through our unique diversity and our D&I agenda is communicated throughout the organization. The D&I vision and strategy is steered by:

6. Global D&I Council, which has senior representation from across the Bank, is responsible for Bank's overall D&I strategy and overseeing the implementation for sustainable and measurable improvements
7. Each country has a D&I council as well which has representation from different businesses and who are responsible for driving the D&I agenda and initiatives locally. This country council creates an active network that allows idea generation, agenda setting and building towards a sustainable organizational model that supports and enables D&I



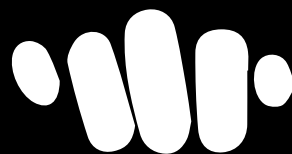
Standard Chartered Pakistan has always been a front runner when it comes to driving the diversity and inclusion initiatives and agenda. The organisation makes a deliberate effort to ensure that the infrastructure, work environment and policies are conducive to a rewarding work life balance by ensuring that the right benefits are provided, and flexible working arrangements can be availed by all staff. In this regard, the following benefits are offered at the Bank:

- Day care reimbursement
- Medical coverage
- Parental leaves
- Maternity Leave: Revised from 3 months to 5 months of paid leave
- Paternity Leave: Revised from 2 calendar days to 2 calendar weeks
- Adoption Leave: Revised from 2 calendar days to 2 calendar weeks
- Flexible working arrangement – which only require the Line Mangers consent
- Flexible working: a combination of working hours through the work week
- Work from home: for a fixed or indefinite period
- Part time: change full time working contract to a part time agreement if needed
- Educational Assistance - Based on certain criteria, employees can have part of their educational degrees/diploma/course reimbursed by the Bank. Banking Diploma from IDP, CFA, development courses that are relevant to employee's job are just a few examples of how the Bank plays a critical part in up skilling its staff
- Well-being fund - Employees contribute a certain part of their salary every month which forms the well-being fund used to cater to meet expense needs for eligible staff. The organization has a dedicated well-being committee that consists of senior staff which ensures that the disbursement of fund is fair, and the process is transparent.
- Employee Assistance Programme – staff and members of their household can access free counselling and coaching sessions per concern per year from independent counsellors on a confidential basis. You can also seek specific guidance from therapists, financial and legal advisors.



# Khaadi

Our Vision of Diversity & Inclusion



**Shamoon Sultan**  
Chief Executive Officer

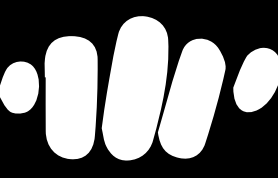


**M. Shoaib Baig**  
Chief People Officer



**Katherina Irani & Anita Ansari**  
Diversity Officers





Our phenomenal growth over the past two decades and more, we attribute to our vision of keeping D&I as a fundamental pillar rooted within our organizational strategy and culture. When we say we see D&I as a core value that leads us towards growth and success, we take every opportunity to prove this statement by encouraging our people to express their talents and focusing on developing their strengths. At Khaadi, we provide a support system and an enabling environment that gives our people the freedom to express and own their individuality. For us, diversity is not just limited to gender, but we acknowledge and cultivate the diversity that comes with different backgrounds and mindsets. As we know that this is the true source from which we can gain a variety of opinions and outlook that drives innovation and creativity for our organization.

**Our D&I strategy celebrates our people and contributes positively to specific accomplishments and the organization's overall success in observable and measurable ways. How we do it?**

We as an organization proudly identify ourselves as an authentically Pakistani brand and over the years Khaadi has become a strong influencer. Understanding this key advantage and utilizing it to promote our agenda of building an "Inclusive and Tolerant" population mindset, Khaadi has been on a mission to promote Pakistan's national diversity on public platforms through our reach and access. We believe that when we are celebrating Pakistan, we have to celebrate the wealth that comes from the diversity of our nation and our people.

As a means to achieving this goal, Khaadi developed the #MainBhiPakistanHoon campaign that first aired in August 2018, showcasing the ethnic and cultural diversity of our nation. Since then, every year we release a new video under the same campaign, hoping to cultivate a mindset of inclusion amongst our viewers. Being the global brand that we are, we have successfully been able to achieve a vast reach for our campaigns across the globe. This year our campaign "Hamaray Runyon Ke Kahani" had a total reach of 9,078,784 people across the globe, allowing us to place the idea of tolerance for diversity and inclusion towards all, in a subtle manner in the minds of our viewers.

We are proud to claim that we are the trailblazers in setting an example within the fashion retail industry by being the first to have taken our brand to international markets, with our presence established in 3 countries and an employment of over 16 different nationalities across our network.

Another instance of our constant desire to achieve thought diversity can be seen through the fact that product research and development for our various concepts has always involved gender-diverse teams. Our diversity allows us to ensure when we sit together to discuss a project or a design, we have multiple perspectives and opinions on board to work with. We believe this brings in insights that would allow us to deliver products that are truly satisfactory for our customers. For example, if we are doing a focus group to help us gain insights into what the customers think about Khaadi Home products, we do not just invite females who are the primary buyers and users, but we will also gain insights from males to help us understand their perspective on the product. We have successfully followed this pattern for multiple products like "Khaadi Fragrances", "Chapter 2" etc.

Our goal is to provide equal opportunities for employment and job accessibility in Pakistan and abroad. We have worked towards building an inclusive and progressive work environment, with an aim to developing policies focused towards enabling us in creating opportunities for all within the fashion retail industry of Pakistan.



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آغا خان یونیورسٹی  
THE AGA KHAN UNIVERSITY

## Aga Khan University on end-to-end Diversity and Women Empowerment

Aga Khan University has held steadfast to its position as an employer of choice for well over two decades largely because the name has become synonymous with excellence and pluralism. These deeply rooted principles permeate every aspect of our university and hospital operations and dictates much of our decision-making.

It is because of this commitment to excellence that we have actively chosen to lead by example on the important topic of diversity and inclusion. First and foremost, our leadership understands that the make-up of our employee population should, for the best part, reflect the society that it serves. Secondly, we embrace the fundamental truth that brilliance is not dictated by an individuals' gender, age, religion, race or culture, nor is it limited by a disability. It is a way of thinking that we hold ourselves critically accountable to.

For Aga Khan University, diversity and inclusion is an end-to-end mission. An organisation like ourselves that concerns itself with matters of humanity cannot afford to rest on its laurels by simply recruiting diversely. It is imperative that we are equally vested in creating an ecosystem that celebrates individualism, promotes acceptance and dignity and enables wellbeing. It can be as simple as seeking honest answers to questions like: 'are our career growth opportunities and benefits fit for purpose for our varied audiences? Are our facilities sufficient and accessible?' but it also crosses into tackling even more complex issues like workplace bullying and issues of innate personal biases.

The recent rise of global awareness around diversity and inclusion has shone a much-needed light on the work that remains to be done and raises the bar for expectation. Our VP of Human Resources, Wasan Miglioranza recently remarked:

"The biggest challenge in D&I I believe, is to drive an agenda for mapping diverse people, and cultures into positions of influence, from admissions office to HR and executives. We must also be intentional about creating opportunities and access for less able-bodied individuals. It is this pursuit for untapped human capacity that fuels Aga Khan University's drive for excellence in this domain."

In recognition of the upcoming International Women's Day, it feels particularly fitting to highlight that Aga Khan University supports women in leadership positions. According to a study on the largest corporations of Pakistan (which are part of the KSE-100 Index), women representation on boards of the surveyed companies resulted to be less than 4%. However, at Aga Khan University, 31.25% of our leadership comprises of women. Currently, 1 in 2 senior faculty and 1 in 3 senior staff are women.



**Wasan Miglioranza**  
Vice President- HR

### About Aga Khan University

The Aga Khan University is a pioneering institution of higher education that works to improve quality of life in the developing world and beyond. The University operates programmes and campuses in Pakistan, Afghanistan, Kenya, Tanzania, Uganda and the United Kingdom, and treats more than 2 million patients per year at seven hospitals and more than 350 medical centres. A study of AKU's impact in Pakistan, conducted by U.S.-based Centennial Group International, indirectly supports 42,000 jobs annually.

For more information, visit [www.aku.edu](http://www.aku.edu).



## The First MicroFinanceBank



**Amir Masood Khan**  
CEO & President



**Wajid Ali**  
Head Human Resources



**Abdul Khaliq Khan**  
Head Talent & OD

Diversity at The First MicroFinanceBank Ltd. is about understanding, recognizing and valuing the differences that make each of our employees unique, and strengthening an inclusive workplace. Diversity and Inclusion is our business imperative and strongly embedded in the talent management process. We develop focused initiatives for advancement, networking and learning to support our female staff in being at their personal and professional best. Our gender diversity ratio (15.02%) is one of the best in microfinance industry which speaks for our commitment to creating diverse and an equitable workplace.

We provide ample opportunities to our staff for career progression and one such example is our **Head Distribution, Ms. Rakhshanda Jehangir** who joined the Bank at an entry level position as Assistant Micro Finance Officer in 2006. Business portfolio in banking industry can be perceived as fairly male dominant field but she defied all the odds and moved to a leadership position in a short span of time with her ultimate dedication, perseverance, and hard work.

"At FMFB, gender balance is essential for our business performance and it is a business concern. I have been given an enabling environment where I could have a positive impact on organization's bottom line through my productivity and ability to innovate. I have always felt a strong sense of teamwork, trust and mutual respect here. I can say this with utmost confidence that FMFB gives its employees abundant room to develop and advance."



She was rotated so as to broaden her skillset and exposure to lead a higher portfolio; was also given several promotions during the course of her career such as Area Credit Manager, Assistant Vice President and Vice President to name a few. She is now heading the Punjab Distribution of Bank with the biggest loan and deposit portfolio having more than 1,500 employees in her team.

**Ms. Tazeem Akhtar** comes from an impoverished area on the outskirts of Taxila City. Her perseverance led her family to live a better life and she now owns not only a small sewing business but also her own beauty salon within her neighborhood.

Tazeem is married to Sakhawat Mehmood who has a small vegetable stall in Taxila City. While Sakhawat was the sole breadwinner, after separating from the joint family and the birth of their two daughters, life became even more difficult for Tazeem and her family. But Tazeem could not bear to watch life get harder for her daughters so she started stitching clothes for the people in the neighborhood and realized that she had the potential to do a lot more.

Another seamstress nearby introduced her to The FirstMicroFinanceBank Ltd. where she was able to secure a small loan to increase the revenue from her stitching business. With her unrelenting drive, she also took up a beautician's course and also managed to setup a salon in her house. She has been successfully running this salon now for over 7 years and has taken 9 loans from FMFB with her current loan of PKR 200,000 under Roshan Zar Scheme.

Tazeem proved that a mother's relentless determination can move mountains in the face of adversity.



**The First MicroFinanceBank Ltd**

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**Nusrat Munshi**  
CEO



**Junaid Jumani**  
Head HR



**Hunain Jawed**  
D&I Manager

At AGP Limited, we have envisioned a new business model – one that recognizes and strives for social prosperity while delivering business growth. We aim to protect our planet and its people by ensuring everyone has access to basic healthcare irrespective of their gender, religion or income. Therefore, we have committed ourselves to improving the health and wellbeing of the people of our country by integrating social development plans into our business growth model.

This year, we took several initiatives to work towards our goal as a socially responsible organization. We remained on the forefront to combat against Coronavirus. From conducting antibody tests and dispensing sanitizers, to offering free medical consultation, to providing ration to the workforce, to working towards a greener Pakistan, we have spared no effort and resources in inculcating and uplifting the living standards of those deprived of basic necessities during these unprecedented times.



workforce **tomorrow**



In order to advance towards our goal, we partnered with organizations like Kidney Foundation, Punjab Healthcare Commission, Pakistan Pharmaceutical Manufacturers Association (PPMA), Darul Sukoon and National Institute of Kidney Diseases by donating antibody test kits and sanitizers.

To develop a long-term relationship with Patients' Aid Foundation (JPMC), we installed an anesthesia machine with a ventilator at the operation theatre of the gynaecology ward and set up hospital beds. We also extended our support to frontline healthcare professionals during the pandemic by providing them with PPE kits and sanitizers for their safety.

We also launched 'AGP Dial Clinics', this provided masses with an opportunity to access over 80 health - care professionals. Continuing to focus on health, AGP limited took an initiative by collaborating with more than 30 doctors in a health web-series 'Sehat ki Baatein' where healthcare professionals highlighted causes, symptoms and risks associated with common diseases. The objective of this program was to create awareness amongst the general public and to prevent the spread of diseases. AGP Limited also widened its tele-pharmacy reach by partnering with 'DoctHERs' to launch a pilot project in Bahawalpur. The primary objective of this project is to provide better health-care facilities to underserved sectors of the society.

With each passing day, we remain committed to value life for a better tomorrow.





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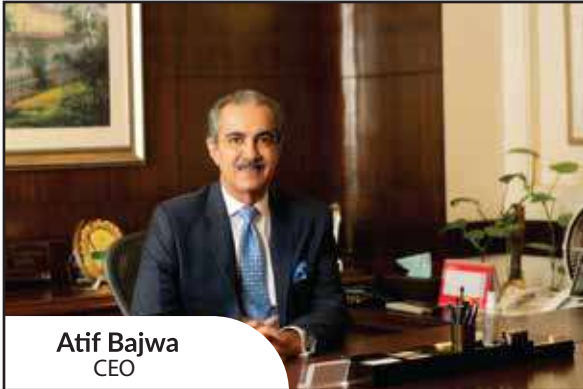
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# Bank Alfalah

The Way Forward



**Atif Bajwa**  
CEO



**Faisal Farooq Khan**  
Group Head HRLG



**Bushra Mazhar**  
Unit Head D&I



A strong D&I structure is important to us because it provides a framework which guides us in setting our D&I goals and driving our D&I strategy. It helps us gain top leadership support, which enables us to achieve meaningful and substantial results. A robust implementation of our D&I structure enables us to integrate D&I into the fabric of our organization – its core values, systems and practices.

Our Group Head HRLG is the most senior D&I professional who is an equal and influential partner on the senior leadership. We have a D&I team that is dedicated to driving the D&I strategy. We also have a network of HR Business Partners and an Employee Relations team that serve as diversity champions and play their part in keeping the work environment fair, equal, and inclusive for everyone.

## Our D&I Strategy

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

- **Developing gender intelligent leaders**  
We are working on developing our senior leaders by offering them **training programs on unconscious bias and assigning them gender diversity targets** for their respective teams.
- **Developing and monitoring gender diversity indicators**  
Our senior leadership team will be given gender diversity targets and we will share monthly trackers with them so that **they are aware if they need to make improvements within their teams w.r.t. gender diversity.**
- **Creating measures to facilitate work-life balance and conducive work culture**  
We facilitate work-life balance by offering a host of women-friendly policies and programs to our staff.
- **Helping women succeed and nurturing their ambition**  
We offer our women different developmental programs to enable them to advance their careers. Some examples include the She LEAD Women Development Program and the Sponsorship Program for Women.

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

workforce **tomorrow**

Employee well-being, work-life integration and flexibility is at the heart of our employee benefit policies because we understand that employees are the backbone of our business who underpin our ability to grow and thrive. We offer numerous employee-friendly benefits so that our employees feel happy, valued, cared-for and productive with a high morale and sense of belonging towards Bank Alfalah.

There are a number of benefits that we offer our employees, which are listed as under:

- Flexible working hours policy for both men and women
- Fully paid maternity leave (6 months)
- Maternity cover incentive to reward employees taking on work duties of employees on maternity leave
- Stay-in Touch program to stay connected to women on maternity leave
- Childcare allowance for mothers
- Paternity leave (7 days)
- Iddat leave (130 days)
- Pilgrimage leave (30 days)
- Prolonged illness leave (30 – 60 days)
- Employee volunteering leave (2 days)
- Quarantine leave (15 days)
- Medical insurance coverage for employees', their spouses, children and parents
- Pay continuity plan that ensures salary disbursement to employee's family for 5 years in case of his/her death
- Life and disability insurance coverage
- Festival and performance bonuses
- Staff finance on low mark-up rates
- **Cash prizes on passing IBP exams**
- Reimbursements on fitness and educational expenses
- **Gratuity fund**
- Activities and learning courses on happiness
- COVID-19 Support:
  - i. Employee Welfare Program (to support junior employees financially)
  - ii. WebDoc (to provide safe and reliable medical assistance to employees on call)
  - iii. Work from Home facility given to 60% of our employees and enhanced deep cleanings of our premises
  - iv. Learning resources for well-being amid COVID-19
  - v. Pandemic framework to assist employees in testing, advise them on measures to stay safe and perform follow-up and contact tracing

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

D&I communication is important for us because it lets current and potential employees know that D&I is at the core of the Bank and that we offer a fair opportunity to people from different backgrounds to succeed. It creates awareness about our D&I strategy, goals and initiatives so that stakeholders can benefit from our D&I policies and programs. It also lets employees (especially in leadership positions) know that D&I is a priority for the Bank so that they can take responsibility for driving the strategy.

We post about our D&I initiatives internally and externally to brand Bank Alfalah as a diverse and inclusive employer. Internally, we roll out communication through email, Learning Management System, Staff TV Channel and HR portal. Externally, we use our social media pages (Facebook and LinkedIn) to share D&I communication.

We ensure to roll out communication on the festivals of minority groups to make them feel included. We have also established a 'Women At Bank Alfalah' email group on which we send them women-centric articles.

Rolling out D&I communication regularly and frequently has led to an increased awareness about our policies and programs and has helped us reinforce and strengthen our D&I agenda.





**AYESHA KHAN**  
Country Director

Hashoo Foundation is a non-profit organization that serves the underprivileged through humanitarian and capacity-building approaches across Pakistan. Aligned with the SDGs, Hashoo Foundation maintains a thematic focus to facilitate national priorities with greater social impact in the following areas: 1) Climate Change/Environment, 2) Entrepreneurship/Employment and Economic Growth, and 3) Social Sector Development. As an apex entity, HF focuses on action, research and policy advocacy, linking local learning with international research and wider development, engaging with the public sector, academia, national/global networks, and private sector entities.



At the heart of the Foundation's operations is the core belief that investing in people through various empowerment strategies ensures a socially cohesive and economically just society. Hence our motto: 'Together we make a difference'. During the year 2020, Hashoo Foundation implemented various interventions and social impact projects in different parts of Pakistan. Through these regular and donor-funded interventions, Hashoo Foundation empowered marginalized communities particularly youth, women, refugees, and people with disabilities.

The following is a collection of our activities and a few inspiring stories of our beneficiaries from various interventions conducted last year that truly capture the essence of our vision, 'An ethical, equitable, inclusive society in which people live with dignity and have power over their own lives.'

## Project BRACE for Afghan Refugees

According to the Anadolu Agency, nearly 3 million refugees across Pakistan have been deeply impacted by the coronavirus. To provide support to the Afghan Community, Hashoo Foundation, with the support of UNHCR Pakistan initiated the "BRACE" project which stands for, "Building Resilience-Addressing COVID through Entrepreneurship". A total of 60 beneficiaries were trained in the trades of Hand Sanitizer Production, Face Mask Production, and Immunity Booster Tea Production. Additionally, the Foundation identified key Market Linkages to ensure sustainability of their future business activities. The areas targeted during the project were Kababyan camp, Badaber Camp and other urban areas where Afghan refugees reside.

Ms. Shaista Bibi is an Afghan national living in Pakistan for the past 4 decades with her family in Peshawar city. She abandoned her studies after 10th grade and started working as a primary school teacher at a local afghan school, to support her family. As a trainee of the BRACE project, she underwent a 15 days training on making 'Hand Sanitizers' that comprised of both theory and practicals. Through the skills she has learnt, she aims to start her own hand-sanitizer business to become financially independent. She is thankful to UNHCR and Hashoo Foundation for this opportunity.

## Spinal Cord Injury Project for Pakistan Earthquake Rehabilitation (SCIPPER) :

The devastating earthquake of 2005 inflicted a lot of damage in Azad Kashmir and Khyber Pakhtunkhwa. Besides casualties, a significant number of disabilities were observed after the earthquake, including Spinal cord injuries (SCI). Responding to the challenges of the aftermath of the earthquake, Hashoo Foundation in collaboration with its relevant stakeholders and donors started a pilot project, initially for ten SCI patients for their rehabilitation and support. Most recently, in November 2020, a total of 16 wheelchairs were also distributed under the SCIPPER project to those in need. (Please refer to pictures)

## Youth Empowerment Program:

In collaboration with UNDP, Hashoo trained 2000+ youth, across 30 districts of KP, in seven key sectors, through 2-week extensive trainings that included hands-on and digital components. This was made possible through the assistance of 75 expert trainers. The aim of this project was to provide employable skills to the youth of Khyber Pakhtunkhwa in economic sectors that have proven to sustain the shocks of COVID 19 and are expected to grow post COVID such as healthcare, food/agriculture, professional communication, E-commerce, and retail services. One third of all trainees engaged in this project were women and girls. (Please refer to pictures for case studies)

## Humanitarian Assistance for Disaster Risk Reduction:

Under Hashoo Foundation's Humanitarian Assistance and disaster risk reduction program, ration and food packages were distributed among different underprivileged communities in partnership with different local organizations. A total of 1,320 direct families including refugees, daily wage laborers, the transgender community and people with disabilities were provided with ration packages during the COVID19 lockdown. (Please refer to pictures)

## Skills Development Program:

Under its skill program, Hashoo Foundation trained youth from marginalized communities such as those situated in erstwhile FATA, inaccessible regions of Khyber Pakhtunkhwa including refugee camps, in various sectors of Hotel Management Training Program (HMTP). Post-training, these trainees were placed in different hotel and restaurants through Hashoo Foundation's job placement cell, to enable them to become financially independent and support their families. (Please refer to pictures for a case study of trainee)

To date, Hashoo Foundation has served over 1.2 million people over 71 districts in Pakistan. These are 1.2 million individuals; we can only imagine how their families and communities must have benefitted.





## PHILIP MORRIS (PAKISTAN) LIMITED



**Roman Yazbeck**  
Managing Director



**Sarah Hassan**  
Director People & Culture



**Alina Khan**  
Talent Management Lead

Philip Morris (Pakistan) Limited (PMPKL), an affiliate of Philip Morris International, participated for the first time this year in the Global Diversity Inclusion Benchmarks Awards 2021, and was nominated in 3 categories. We are extremely proud to announce that we received award in all 3 categories: Recruitment & Development, Benefits, and Compensation.

2020 was an extremely tumultuous year and we are proud of how PMPKL, as an organization, adapted to the new normal with unprecedented flexibility and agility. Throughout this, the company continued to focus on its core principles, one of which is Diversity and Inclusion. Multiple projects and initiatives were taken to ensure this.

PMPKL as a company is shifting towards becoming a project-based organization. In order to accomplish this, the Strategy & Program Delivery function was established. The department initiated over 30 projects just in its first year. It provided employees the opportunity to be part of cross-functional projects and develop their skill set as professionals.

Another initiative was taken to mitigate the gender-bias in our hiring practices. We introduced the Bar Raiser Methodology for this purpose, a cross-functional panel which takes interviews for new positions. The panel members undertook a workshop conducted by a psychologist, and a Certified Targeted Selection Administrator to enable them in becoming a bar raiser and assess fairly when conducting interviews.

Furthermore, we developed a detailed Learning Catalogue which included trainings for all employees based on their development needs, which were gauged by their Performance and Talent Reviews. Due to the Covid-19 global pandemic, we evolved the catalogue into E-learning, and introduced learning-based competitions to foster an environment of effective learning.

PMPKL hosts a diverse population not only in terms of gender, but also religion, ethnicity, geographic locations, as well as expatriates. We have 16 field offices, a factory each in Mardan and Sahiwal and a head office located in Karachi. In 2020, we ensured that employees from all across these offices engaged in our Inclusion and Diversity narrative. We shot and circulated multiple videos, on both internal and external platforms, on pertinent topics and questions, including "How does Philip Morris Pakistan ensure equal pay & opportunities?" By taking the time out to better understand and celebrate the

differences of our employees, we conducted focus groups, surveys, and one-on-one conversations to understand the needs and perspectives of the maximum number of our people. One such initiative was launched as a by-product of these efforts – a support group for Working Mothers was initiated, to help provide them with a safe space to share their experiences as a mother and working woman. Taking such measures to help make sure no employees are alienated, we were able to inculcate a healthy discourse around our Inclusion and Diversity throughout the company.

Throughout all these initiatives, well-being of employees was on the forefront. We realized the effects Covid-19 was causing globally for organizations, blurring the line between work and personal lives as a result of work from home. To combat this, the concept of Power Hours was introduced, where our employees were able to choose and lock selected hours for their personal commitments. Other than a flexible working schedule, PMPKL also offers leaves for various instances. These leaves include child-care leaves (365 unpaid days which can be opted for at any point in the child's first 5 years); sabbatical leaves for education or personal reasons; leaves for religious minorities; COVID-19 related leaves; and, leaves for temporary disability. The focus on mental health did not merely stop here. Globally, PMI introduced a digital platform, termed Employee Assistance Program, to provide professional support for anxiety, stress, trauma, communication, and the feeling of isolation which accompanied the Covid-19 pandemic. In the spirit of the global initiative, we introduced a similar program in Pakistan, where Sehat Kahani was brought on board – an organization which provides employees accessibility to doctors, free-of-cost and available round the clock through an application. Parental insurance on a subsidized rate, flu shots, and infrastructure support in form of allowance for work set-up and internet connectivity was also provided to employees. Moreover, we introduced mindfulness sessions, conducted by Chris Tamjidi, a Mindfulness program tailored for females, and HIIT and yoga classes for all employees.



At PMPKL, each year, we have activities to ensure that individuals are compensated fairly based on their performance, job description, internal and external parity. These are viewed through the lens of inclusion by comparing male to female employees, to eliminate any biases which might arise. Our efforts to ensure inclusivity and fairness led to PMPKL becoming the first company in Pakistan to obtain the Equal Salary Certification, from Equal Salary Foundation, an independent non-profit organization. The Equal-Salary certification validates that PMPKL has no discrepancies or inequality in terms of pay for work; both men and women are paid equally for equivalent work. The certification also helps to focus the company's attention to the broader issue of gender equality in all ambits of the workplace. Alongside the quantitative comparison of salary data, the Equal Salary Certification methodology involves a qualitative audit of management commitment to equal pay principles, of employee perception of that commitment, and of HR policies and practices to identify any potential blind spots with regards to gender. It also then recommends actions to mitigate them. The certification further helps identify areas for improvement, and supports efforts to address the much bigger challenge of closing any gender talent gaps. This includes introducing flexible working arrangements and addressing gender bias across the employee journey.

Besides ensuring an environment where each employee feels valued and the joy of belonging, we are also trying to do our small part in making our society more inclusive, as well: PMPKL joined hands with the Network of Organizations Working with Persons with Disabilities Pakistan (NOWPDP) for the Upcycle campaign, which works towards supporting livelihoods and empowerment of marginalized segments of society.

As part of this project, a recycling facility run by persons with disabilities was set up in Karachi. A network of drivers with waste collection vehicles were established who collect plastic bottles from litter hotspots around the city. These vehicles are adapted to be controlled entirely by hand to suit the drivers' needs and ease. The collected waste is sorted at the facility, cleaned and then crushed into pellets. The collected waste and crushed pellets, which are a high demand material, are sold directly to the market and are also upcycled into items of everyday use. The textile division promotes reusable cloth bags that are designed by the team and stitched by the program participants. Once fully trained, the individuals can earn an average monthly income of Rs. 20,000 to Rs. 30,000. Through this project, persons with disabilities are thus included in economic activities that empower them financially and allow them the satisfaction of being contributing members of society.

We still have a long way to truly become a diverse and inclusive workforce but believe we have taken the right steps to start this journey and are on track to achieve our goals.

### **Roman Yazbeck (Managing Director PK):**

At PMPKL, Diversity and Inclusion has always been a top priority. We aim to build an inclusive and diverse workforce, which drives innovation and consumer-centricity. If we are to accomplish our goal of a smoke-free future, it is crucial to celebrate and foster the diversity of our organization. We are already taking steps to help make our organization more inclusive; and hence, it gives me great pleasure to announce that we were the recipient of multiple awards at the 2020 Global Diversity Inclusion Benchmark Awards, a testament to our efforts to build a more inclusive workforce.

### **Sarah Hassan (Director People & Culture)**

In an extremely tumultuous year, we were proud of how PMPKL adapted to the new normal with unprecedented flexibility, while continuing to focus on our main principles. One such focus was our work on Diversity and Inclusion. We are extremely humbled that our work was recognized, and we were awarded 3 GDIB Awards for it. It is a privilege to be part of a community which celebrates Diversity and Inclusion.

### **Alina Khan:**

I have been fortunate to be a part of the Diversity and Inclusion leadership for PMPKL, especially during a challenging year. As a company, we managed to keep Diversity and Inclusion at the forefront. I am extremely proud to be a part of an organization, where each employee, regardless of race, gender, or religion is heard, accepted, and celebrated. While each of us is unique, we are all part of a single, united team.





**Kabeer Naqvi**  
President & CEO



**Ambreen Malik**  
Chief of Retail Sales & Digitization

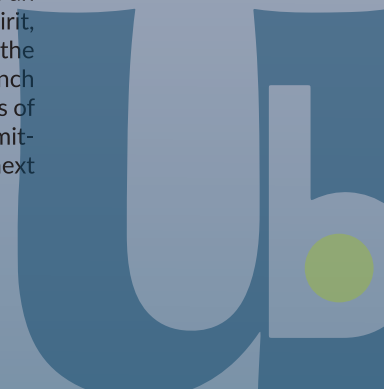
U Microfinance Bank is the fastest growing bank in a highly dynamic and quickly evolving microfinance sector and is the largest bank in terms of our network of 201 branches and service locations and 199 ATMs across 183 cities and rural areas in Pakistan. This extensive presence continues to act as a unique strength as we are often located at last mile locations where our bank's branches and ATMs are the only banking option available to our customers for a 30 to 50 km radius. U Bank is primed as an institution that serves a wide spectrum of customers and offers a wide range of microfinance loans, deposit products, branchless banking solutions and a variety of digital banking initiatives and channels.

## **Diversity and Inclusion at the Bank**

At U Microfinance Bank, we believe that access to microfinance services contributes significantly towards building a more inclusive society. Diversity and inclusion lie at the heart of U Bank's vision of financial inclusion and its passion for disruptive innovation. U Bank is proud to be fighting at the frontlines of poverty alleviation, and is dedicated to play its critical role in the implementation of the National Financial Inclusion Agenda 2023's goal of bringing 50% of the adult population within the banking net. A glimpse of our drive to promote diversity and inclusion both internally and externally is displayed through the following:

### **A bottom up approach**

Our core values of merit, commitment, innovation, ethics and transparency guide the bank's strategy. This is driven by a bottom-up approach advocated at management level which fosters an environment of innovation and creativity which unlocks productivity and profitability. In this spirit, annual group ideation sessions of staff members from the Head Office are scheduled with the CEO, with biannual visits by management to our vast branch network, our exclusive branch manager conference and annually arranged rewards and acknowledgements for star performers of the bank. Furthermore, in the last year the bank has formed an Operational Management Committee to do cross-functional work and develop critical thinking skills to prepare them for the next level of strategic leadership.



## Customer stories

Our loans play a key role in helping our customers overcome shocks such as illness, death, crop failures, and natural disasters. These customers include countless kiriyana store owners, seamstresses, shepard's and farmers across Pakistan. Glimpses of the direct impact that our services have had on two of our customers can be seen through the success stories displayed below.

## Staff engagement and development

Our employee engagement survey is administered annually and is mandated by our parent company Etisalat. This year's results revealed that U bank's staff ranks above average in metrics of empowerment, managerial support, communication, teamwork and collaboration. In addition, the staff is regularly trained by industry leaders on diverse topics via in-person all-day trainings as well as our in-house e-learning platform called U Bank Academy.

## Industry Presence

Despite being a young organization, U Bank has cemented its place in the micro-finance ecosystem and industry at large. U Bank's growth trajectory is explicitly displayed when we paint a picture of what we have achieved, and how we have covered the greatest distance in the smallest amount of time, being the youngest microfinance bank in the industry, since our inception in 2013. This can partly be credited to presence in forums with key industry players, centered on the mandate of serving the underserved.

Evidence validating this thriving industry presence is the bank securing the ABF Corporate & Investment Banking Award 2020 for 'Microfinance Syndication Deal of the Year – Pakistan'. The Syndicate Term loan was executed between U Microfinance Bank Ltd. and Allied Bank Limited in last week of December 2018, with drawdown in trenches, with the purpose of fueling business expansion and growth in loan portfolio. Furthermore, for its commitment towards the causes of social justice, social cohesion and socio-economic development, U Bank was awarded the Best Emerging Microfinance Bank 2020 during the Global Good Governance – 3G which celebrate organizations around the world for their impact-driven work carried out with social responsibility and good governance.

## Focus on women

The bank has healthy proportion of women in all management and governing tiers of the organization, with 50% of women representation at the top tier management.

Furthermore, our diverse product portfolio is mindful of the needs of our female clientele, which is why we have the C-section insurance i.e. 'Sehat Tahafuz' product. This product has provided rural women access to hospitals and medical staff, thus improving their chances of a healthy, successful pregnancy and lowering infant mortality in regions where it is offered. Furthermore, our 'Karsaz' gold loan facility is the need of the hour for women who want to avail it for emergency needs, house renovations, as well as to meet business working capital needs.

We are also currently engaged in an experiment facilitated by a grant by Karandaaz Pakistan (funded by the Bill and Melinda Gates foundation) to encourage women to save using their mobile wallets. This customer segment has been traditionally left underserved by digital banking services, and through this experiment, we aim to identify their pain points and offer unique service bundling offers that would serve their needs better.

In the coming years, U Bank will continue to uphold its commitment towards the dual mission of financial sustainability and social inclusion in Pakistan.





**Mr. Aizid Razzaq Gill**  
Chief Executive Officer



**Ms. Saira Shahid Hussain**  
Chief Human  
Resource Officer



**Mr. Muhammad Waseem Dar**  
Diversity Manager

Allied Bank Limited (ABL) has achieved tremendous success, which also translated into various awards and recognitions like 'Best Place to Work' under the category of 'Financial Services' by prestigious institutions and many more.

Human Resource Group (HRG) played a pivotal role as a strategic business partner and transformation enabler for all functions of the Bank. HRG has worked vigorously to inculcate culture of positive thinking and clear focus within the Bank enabling conducive work environment.

ABL provides best Talent Acquisition management and delivery within an existing HR model based on an increase in recruitment needs, to optimize recruiting efforts in developing best talent acquisition strategies based on the needs of the business, both in terms of what is needed now as well as future state.

ABL helps to bring any agreed talent operating model to life by program managing the transformation and developing resources to get the model operational from day zero. This can include batch training and building a team internally.

Since Allied Bank has its presence all over the country and our customers belong to different cultures and backgrounds, hence we believe that it is our essential requirement to integrate Diversity and Inclusion (D&I) into our processes such as recruitment and talent development. D&I brings a mixture of different cultures, race, backgrounds and gender, it is therefore very helpful in maintaining a dynamic environment within the organization. It leads to larger recruitment pools and broader range of skills in our bank subsequently, enables us to improve our employee retention.

As a market leader, ABL has developed various inhouse Management Trainee Programs (MTPs) with highly attractive and progressive career paths, to recruit fresh graduates from different geographical and cultural backgrounds as well as maintaining gender ratio through its MTPs i.e., Management Trainee Officers (MTOs), Management Trainee Auditors (MTAs), Risk Management Trainee Associates (RMTAs), Management Trainees IT (MTITs), Tellers, and Business Development Officers (BDOs).

These initiatives have been beneficial in terms of employee retention and employee development. It is also aligned with bank's succession plan; 'Allied Bank Leadership Talent Pipeline (ALTP)'. It is aimed to develop young leaders to take senior job roles in future. ABL is the market leader in creating and nurturing the young talent. ABL is gradually shifting from induction of MTOs directly from the top Universities through on-campus job fair to extending outreach to potential employees in small and marginalized areas subject to availability as per manpower requirement, while having special focus on Diversity & Inclusion.



Human Resource Group Launched Industry's  
First Ever Mobile Learning App for ABL employee

# m-LEARNING APPLICATION

*Learning on the go*



- Mandatory Trainings
- Functional Trainings
- Self-Development Programs
- Training Videos
- Books/Library (Books borrowing)
- Bite Size Learning
- Training Calendars
- Question of the Day
- Articles & Reports



Allied Bank under the name of "Center for Assessment, Research and Employees Evaluation (CARE)".

The vision of CARE is to be recognized as a Center of Excellence, promoting a vibrant culture based upon research and scientific assessment which serves as a catalyst in all aspects of organizational development of Allied Bank thus leading it to emerge as a global leader of the banking industry.







**Raza Pirbhai**  
CEO



**Nida Nasir**  
GM-HR

At KFC, our “People First” formula is the key to our success. Our Recipe for Good reflects our priorities for our people, communities, food, and the planet. We believe that investing in the right recipe today is the most important ingredient to creating a world of good for our people and the communities we serve.

Diversity and inclusion are more than philosophies at KFC; they are part of our founding principles for “How We Win Together.” Our global culture is actively developing a workforce that is diverse in style and background, where everyone can Have Fun and Make a Difference by Being Their Best Self.



KFC is on a journey to help ensure that inclusion and diversity, including gender equity, is integrated into all aspects of our business. Our D&I agenda focuses on expanding career opportunities for women, integrating hearing impaired persons into the workforce, and providing a bias-free environment for people from diverse backgrounds to shine.

At KFC we have the privilege of serving people of every race, ethnicity, gender, sexual orientation, and background. We intend to increase our focus on providing inclusive training and education opportunities, and developing diverse leaders with a pledge to Giving Back to Society. We want to ensure that the KFC brand reflects our team member and customer demographics, and diverse voices play a bigger part in making KFC a place for positive change.

# OUR COMMITMENT TO EQUITY & INCLUSION

Living Our Values – Our Recipe for Good



“Hearing with Heart” is a program under which KFC Pakistan employs more than 120 hearing impaired individuals across the Country. KFC opened its first dedicated Hearing with Heart store in 2006 and running 8 dedicated Hearing with Heart stores nationally. We believe that by opening doors for the Hearing Impaired community and by providing them the right trainings and skillsets these individuals can become a productive part of the community as well as can earn the means to have prosperous livelihoods.



KFC also believes in creating and expanding opportunities for women, employing more than 350 women at all levels in the Organization. With this in mind, KFC has recently launched the Female Education Scholarship Program for employees working in restaurants and interested to pursue higher education. This program is aimed at helping female employees embrace opportunities and help them grow in their careers with the right qualification and academic accomplishments to support them. The Mitao Bhook Foundation is the pride and joy of KFC and represents our pledge to give back to society. Over the years we have made it our mission to spread the message of hope, bringing positive change in the lives of people and providing better living standards. We aim to lift the community from Hunger to Hope.



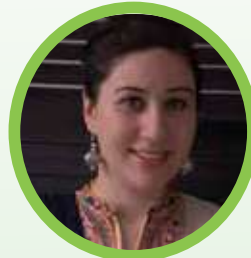
The Year 2020 was when the entire world was forced to take tough decisions and shift ideologies. However, KFC stood firm in its beliefs and continued supporting quality education for children through The Citizen Foundation, Deaf Reach School, Dewa Academy & CYTE Foundation, supporting thousands of students during turbulent times. Also, when the Nation needed our support KFC Pakistan, under the Mitao Bhook Foundation umbrella, organized “Serving with Heart”, an initiative providing 1,000 meals of honors to frontline healthcare workers who worked day and night in the fight against COVID-19. Also, KFC rebranded its iconic Chicken Bucket in support of the Prime Minister’s COVID Relief Fund and donated Rs. 7.5 Million for the cause. KFC is in this for the long-run and committed to doing more to create a bias-free and equitable culture and community where people from all walks of life have the opportunity to grow and prosper.



## Our Women Our Pride



**Syed Mazhar Hussain**  
Group CHRO  
PTCL & Ufone



**Umber Shakeel**  
Manager HR Strategy  
and Special Projects

It wasn't long before diversity gained momentum in the workplace that people started recognizing women's strengths beyond being just homemakers. Although gradual, but as soon as the local corporate culture started embracing the power of inclusion, many organizations joined the revolution. Over the years PTCL took strides towards coming in the radar as one of the most diverse companies in the local corporate landscape. The journey was long but fulfilling as it led to empowering many communities widely spread across the entire nation.

At PTCL, diversity is beyond improving the overall population variation in the workforce. It is truly about empowerment rooted in the corporate values commonly pronounced as caring, putting customers first, working as a team and embracing change.

Ever since we started our journey towards diversity and inclusion, there was no looking back. PTCL's CSR interventions are designed to address issues impacting local economic development, identified through international research agencies. For instance in January 2021, a survey done by Gallup showed that only 7% women in Pakistan over the age of 18 have a Bachelor's degree or above; of which only 59% are employed. Keeping in view the fact that empowered women lead to empowered households that eventually improve the national GDP, PTCL focused its efforts towards improving literacy rate for women belonging to marginalized communities and simultaneously, towards increasing the number of female staff in the workforce. Today in our company, women enjoy the exposure and experience required to lead diverse teams, manage resources and become financially independent.

## LEADING BY EXAMPLE

As an important feat in the domain of inclusion, PTCL recently appointed a female C-Suite Executive, Ms. Zahida Awan, as the Group Chief Legal Officer for the PTCL Group i.e. PTCL and Ufone. Zahida holds a degree in Corporate Law and enjoys a decorated career of 26 years in notable companies like K-Electric and PTCL. Upon being asked about the value she brings to the Boardroom, Zahida says, "What I bring to the boardroom is my unique experience and exposure from being attached to the country's largest public-listed companies. We have come a long way from prejudiced mindsets and unconscious bias of the opposite gender. Boardrooms now respect and appreciate open communication and the voice of women. If an organization wants to enjoy a competitive edge, diversity is the only option. Women need to understand their importance and quickly outpace competition. We are more confident and bold today than we were two decades ago. We not only promote a culture of tolerance but also address conflicts effectively. Business is the last considered, we can run countries!"



**Zahida Awan**  
Group Chief Legal Officer

## EQUITABLE POLICIES & PRACTICES

At PTCL we celebrate the uniqueness that women bring to the workplace, and offer opportunities to address their individual needs and circumstances. In order to facilitate working mothers, our Headquarters in Islamabad have a state-of-the-art daycare facility and we are aiming to extend similar services to other regions as well. Moreover, working mothers enjoy two-days of remote work each month. They were also facilitated during the pandemic through multiple targeted virtual interventions involving notable industry speakers to assist them in maintaining a healthy work-life balance while working from home.

Paid Maternity Leave, Iddat Leave, Hajj Quota, subsidized transportation and priority parking are few of the many benefits that keep our female staff members comfortable while they continue to excel at their jobs.

## THE PINK CLUB

The Pink Club at PTCL provides a virtual support system for female employees through initiatives designed around their health and well-being. International Women's Day is celebrated every year with utmost enthusiasm; and our annual campaign on Breast Cancer Awareness each October is a perfect opportunity for women to get together and share their personal experiences with this terminal illness. We also run an annual campaign against consumption of processed sugars called No Meetha March and enjoy Power Yoga sessions each Ramzan exclusively with our female staff.

## THE WAY FORWARD

Diversity cannot gain momentum without inclusion and both are mutually catapulted through creating awareness at both ends of the table. Our motto, as ambassadors of diversity and inclusion is to use the power of narrative coupled with comprehensive leadership development programs to nurture our female staff into growing constantly, becoming more confident versions of themselves and claiming their spot at the top when appropriate opportunities arise.





**Dr. Hina Hussain Kazmi**  
Chief Executive Officer



**Noureen Zehra**  
CHRO & Diversity Manager

## TAF Foundation

The vision of TAF Foundation is to endeavor for a society comprising of economically productive, socially conscious, and compassionate citizens. This is irrespective of race, religion, culture, ethnicity, gender, education, disability, marital status, or age. To fulfil this vision, TAF Foundation has embarked upon the mission to contribute towards improving quality of life of vulnerable population.

TAF Foundation is determined to create positive, scalable & sustainable impact both locally and internationally through its contributions towards achieving the Sustainable Development Goals (SDGs). All TAF Foundation initiatives are therefore consciously & strategically thought out and thoroughly planned along the three axes, namely: ILM Axis (Education), SEHAT Axis (Health) & AGAHI Axis (Social Consciousness).

TAF Foundation has created significant impact through effective project management and expanded relationships with stakeholders to be able to work in the community.

TAF Foundation set up ten (10) solar-powered RO Plants across seven (7) sites in Mouza Kund, Hub, Balochistan, to provide access to free, clean, and safe drinking water to the communities that were otherwise deprived of this basic necessity. TAF Foundation also conducted an extensive Oral Hygiene & Dental Drive covering more than thirty thousand (30,000) students of Government Primary & Secondary schools across Sindh & Balochistan.

The TAF - Vocational Training Institute (across its different campuses across Pakistan) has so far graduated one thousand two hundred and thirty-one (1,231) students, 83% of which are females. TAF Foundation offers professional training to the vulnerable youth and provides them with placement opportunities regardless of race, religion, ethnicity, marital status, or disability. Through its specialized course for the differently abled youth, TAF Foundation ensures equal opportunities for all youth. The first batch of thirty-three (33) youth graduated from this innovative course and are being facilitated in job placement.

Impact has been created by TAF Foundation in the area of WASH (Water Sanitation & Hygiene) through the construction of fifty (50) washrooms and related facilities in government primary schools across District Tharparkar, Sindh along with the provision of state-of-the-art water wheels for safe & convenient transportation & storage of water in Government Primary schools to assure girls' retention in schools. In four villages of Tharparkar, TAF Foundation also conducted basic health & hygiene awareness and conducted Psycho-Social skills' development activities for school children where pandemic and lockdown has added to the stress of communities.

One of TAF Foundation's benchmark interventions is working with the transgender community of Pakistan to give them a platform to raise their voice. Round Table Discussions are held to initiate a solution-oriented dialogue between field experts and members of the transgender community.

Projects like Medical Camps providing free checkup, clinical services, and medicine to people from all genders, ages, ethnicities and marital statuses from underprivileged communities and provision of free ration packs at the doorsteps of vulnerable households during the lockdown caused by COVID-19 this year are only some of the services provided to a diverse set of beneficiaries by TAF Foundation during the year 2020.

Through its interventions across Sindh, Punjab and Balochistan, TAF Foundation has impacted more than sixty thousand (60,000) lives in a year that was marred by the COVID-19 pandemic. With its partnerships with international organizations like UN agencies, TAF Foundation is now geared up to create sustainable impact globally.





engro polymer & chemicals



Gender diversity at EPCL has come as a longstanding initiative embedded into our culture. Over the years, our organization has, in one way or the other, advocated for a more inclusive environment for women. Hence, paving way for numerous women-friendly policies being implemented through the years.

Recently, we embarked on another gender inclusive journey targeted at breaking stereotypes that surround working women. This journey was made possible by using tools of communication and implementing the narrative of normalizing women in various positions in the petrochemicals industry.

With a digitally driven campaign titled 'Celebrating our Women' we launched inspiring stories of our female employees. This campaign served as the launch pad for the future communication initiatives that were rolled out. Our main aim with this campaign was to break stereotypes that surround working women, especially in the field of engineering, and thus we partnered with our existing employees and launched 4 episodes and their titles were as follows:

**"Ghar sai itni dur, akeley kesey rahogi?"- translation "How will you live alone this far away from home?"**

Our GTE at the time, Zarafshah, spoke about her journey of moving to Karachi from Peshawar, thus inspiring many applicants to take that leap of faith and switch stations if a good opportunity awaits!

**"Shaadi k baad, kesey manage kerogi?"- translation "How will you manage all of this after marriage?"**

Afsheen delved into a career in Finance after her marriage, a concept that comes as alien to many in our society. She did not let the typical expected constructs of marriage barricade her ambitions, therefore Afsheen is a role model for all such women who aspire to have successful careers alongside of their marriage.

**"Yeh larko ki field hoti, tum larki ho"- translation "This field is for men, you're a girl"**

In the field of expansion amidst the newly procured machinery, Shiza truly is an inspiration as she has managed to make her place with an undying love for her work and craft thus breaking the common expectation of women undertaking the rather 'easier' engineering subjects.

**"Working mother ho? Bacho ko kesey time dogi?"- translation "You're a working mother? How will you take time out for your kids?"**

Being a mother and working is not easy, but doing it with a

smile and a determined mindset to excel at both is a craft that Salima has mastered, hence her exemplary balance of work comes as an encouragement to many.

All these stories and all these dreams were made possible by our organization, and we take pride in being able to be that bridge that connects aspirations with reality. We would also like to highlight that this campaign comes as a long-term agenda that will further gender diversity, inclusivity, and sensitivity at EPCL. Our objective is to weave D&I into the very fabric of the organization through a well-thought-out long-term strategy and leverage effective communication tools to establish advocacy for gender diversity at all levels right from the top leadership.





**Muhammad Aurangzeb**  
Chief Executive Officer



**Jamal Nasir**  
Chief Human Resource Officer



**Saira Halai Chundrigar**  
Head Relationship Management,  
Talent & Diversity

In 2020, HBL remained on top of the Diversity & Inclusion agenda and through its diversified mix of recruiting platforms, such as university drives, social-media platforms and other integrated recruitment channels, created a female talent pipeline for all functions. The female ratio was maintained near 50% for program-based hiring's. Females comprised 25.4% of all hires in 2020.

Efforts propelled female diversity to 18.2% as compared to 16.9% of last year. The selection process is completely transparent and all prospective candidates are evaluated by independent cross-function interviewers to ensure merit and eliminate systemic bias. Managers are encouraged to consider females for job enhancement opportunities. Concerted focus is given to hiring maximum number of women in program-based hiring. HBL also on-boarded its first-ever all-female batch of 60 cash officers in November 2020. A monthly diversity tracker is also maintained and sent out to regions and the senior management of the Bank.

HBL's Diversity & Inclusion agenda emphasizes the importance of being inclusive at all levels and there is no discrimination on the basis of gender or religious affiliations. Due to the Bank's conscious efforts, the current workforce includes considerable representation of staff belonging from minority religious and ethnic groups as well as staff with special needs (PWDs). Just in January 2021, we have inducted a batch of PWDs. The Internal Job Posting (IJP) is an in-house platform to ensure an integral cross-fertilization mechanism. Staff is encouraged to explore internal roles and career advancement opportunities domestically and internationally.

The appraisal mechanism at HBL is a thorough process of which self-appraisal is a crucial step. It enables staff to showcase their achievements to the fullest. HBL has three separate mentorship programs running concurrently. For senior management coaching, top-rated local and international coaches are engaged. Interventions for employees identified as 'high potentials' include mentorship, coaching, leadership trainings, networking sessions with senior management and individual development plans to support career advancement.

HBL runs fully functioning training facilities to train and develop its staff. Both, classroom and on-the-job training is worked upon. Simulations are used to depict real life scenarios and gauge staff ability to handle stress. IJP & cross functional projects and assignments also fulfil the development agenda and two HBL staff members are sent to China annually for a 2-year scholarship program. Management Trainees at the Bank are given stretch and international assignments opportunities. The branch staff is rotated every three years to give them cross branch exposure. The retention mechanism at HBL along with just and equitable compensation philosophy ensures that talent is not lost to the competition.

# HRSG



**Hasan Azhar**  
Group Chief Executive Officer



**Ahmed Ali Zia**  
Group CHRO & CEO  
People & Business Partnering



**Talha Abbasi**  
Manager - HR Business Partner

**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.

HRSG is providing a diverse range of Business solutions to its clients namely; Manpower outsourcing, BPO, Recruiting & Consulting services, IT solutions, Employee Healthcare solutions, Building & Maintenance solutions, Logistics and Legal services. We have a diverse client base of 400+ clients ranging from multiple industries; consisting world's largest MNCs as well as SMEs, entrepreneurial businesses, private equity firms, family-owned companies and Non-profit organizations. In terms of geography, our presence is in all provinces including Gilgit Baltistan catering to the diverse cultural base of Pakistan.

The organization has a keen focus on diversity and inclusion efforts based on unconscious bias when it comes to its workforce. HRSG Outsourcing has female representation at various organizations i.e. We have around 430 female employees working at one of our clients that amounts to 44% of the total population deployed there. Similarly, HRSG People & Business Partnering (PBP) maintains a gender balance while recruiting for various clients keeping in mind their respective needs. Not only businesses, but the group itself has maintained a diverse ratio of females, minorities and specially-abled individuals in all its departments.

Recently, HRSG collaborated with NOWPDP on their "100 days 100 lives mentoring program" where the intention was not only to mentor but also to place specially-abled individuals on vacant positions at different organizations to promote inclusiveness and diversity. At the end of the mentoring program HRSG People & Business Partnering (PBP) hired two visually impaired individuals; Maryam and Saleem only with a vow to give them the best work experience.

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





# ICI PAKISTAN

**In line with its mission of Improving Lives, ICI Pakistan Limited strives to deliver** sustainable business options to serve its stakeholders, including the communities around which it operates. The Company is driven to create a future that is more sustainable and equitable for generations to come.

ICI Pakistan's CSR is administered through the ICI Pakistan Foundation. The Company's efforts are focused on Health & Welfare, Education, Sustainability and Women's Empowerment. To promote female literacy and uplift the quality of primary education, the Company has extended long-term support to government schools at the Tibbi Hariya Village in Sheikhpura for over 16 years; and Kakapir Village, Karachi, for over a decade. In addition to facility upgrades, the Company also provides scholarships to the Karachi-based Murshid School of Nursing, for the training of nurses and midwives. In 1973, the Ladies Welfare Centre (LWC), Khewra was set up to provide skill development training to women of Khewra. So far, 1360 community students have graduated from this Centre. In Lyari, Karachi, ICI Pakistan supports literacy and skills training for women. The Company partially sponsored the Fast Track OPD Block in the Sindh Government Lyari General and Teaching Hospital Karachi's new Children's Emergency. It also operates health clinics in Khewra and Sheikhpura and to date has benefited over 20,000 women and children through improved access to healthcare.

In 2018, the Company launched the Pehchan Volunteer Programme to engage employees in various community-based initiatives. This Programme has actively worked towards a variety of causes, for instance raising funds to finance healthcare and education of needy children, beach cleaning, blood donation and tree plantation drives to name a few. So far the programme has logged over 4,000 hours of volunteering.

ICI Pakistan offers scholarships to women across Pakistan's top-ranked universities, based on merit and financial needs. In 2019, the Impact Women's Development Programme was launched to provide fresh graduates from tier 2 universities with a head-start in the corporate sector by building capacity as well as honing their technical and interpersonal skills. To date, 22 business and 7 engineering students have completed their internship at ICI Pakistan.



**Asif Jooma**  
Chief Executive Officer



**Fariha Salahuddin**  
Chief Human Resources Officer



**Maryam Altaf**  
Diversity Officer



**Tamkeen Faisal**  
Head Human Resources



**Sarah Munawar**  
HR Center of Expertise Lead

We never crafted a fancy justification for our D&I initiatives nor led long meetings to establish D&I's business case. At JS Bank, from bottom to top, each individual understands the significance and the impact that D&I has, be it on the bottom-line or the culture. We see it as a performance and growth accelerator.

As an equal opportunity employer, we stay true to our mission by ensuring that our place can be anyone's place. Along with the Equal Employment policy, we also have Gender Diversity and Inclusion policy in our rule book, ensuring a supportive environment for our people, be it a mother, a single parent or a challenged individual. Gender, age, religion, or any other social factor does not count when it comes to opportunities. From attracting to developing and then retaining people, we ensure that we practice inclusion in its true spirit where individualism counts more than anything else.

When it comes to harassment and corporate bullying, we have a measure for that as well. Our Anti-Workplace Harassment policy holds all the right and impartial systems and processes that halt harassment activities and support free and fair harassment investigations, empowering our people to speak up and contribute without fear.

Health and wellbeing are also on our agenda, and through our Vitality Program, we are continuously educating, enriching, and empowering people on mental and physical health issues.

We have not stopped here. Our D&I team has recently launched a full-scale D&I project, helping us in analyzing the organization's current perception of diversity through organization-wide surveys, leadership interviews, and numerous focus groups, followed by engaging sensitization sessions. In terms of policies, we are not far behind. We are already in the process of making policy Interventions w.r.t. flexible work hours for young and single parents, child-care assistance, paternity leaves.

Lastly, URAAN has given wings to our D&I mission. It is a project launch in collaboration with NOWPDP for differently-abled people who own the same determination and passion. Under this banner, we aim to run various awareness campaigns and infrastructural surveys to ensure that we create sustainable employment opportunities for PWDs.

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# Inclusion in Action at Telenor



Since Telenor Pakistan embarked on a mission to not only be diverse but also be inclusive, focus has remained on attracting and retaining more **females to have a more balanced employee base. However, equally important** to hiring more women is ensuring their inclusion in the workplace, which translates into providing them the freedom to be themselves, express themselves, and realize their full potential, in the same workspace. Inclusion ensures decision-making regarding individuals is not clouded by biases, stereotypes and discrimination against any group.

Telenor has always stood out as an organization offering competitive benefits, best in class policies, processes and practices that foster greater gender balance. Over the years, we have committed to bridge the gap females face and used a multipronged approach to addressing the need of including women in the workplace.

Currently we are focusing on building male diversity champions within the organization to overcome the stereotypes **and conscious and unconscious biases for inclusivity. All of** this will continue to be supported by leadership buy-in and this helps create the enabling environment and culture for **women where they can thrive and rise in their careers.** Involvement of men in the conversation is equally important.

**Campaigns** like #SeeTheRealMe debunking biases around females and communicating their true potential, Myth Busting where male managers advocate female employees being equally hard working and competent, Naya Aghaaz giving an opportunity to females to return to work after a career break or after losing their jobs to COVID19, and Speak Up reminding employees about different types of harassment and reporting, have encouraged the right **mind-set and broken barriers to the inclusion of women.** These programs aimed to create awareness on recognizing women for their hard work and not through their gender. On top of this, developing our female employees with programs such as Mentorship where male mentors from different functions will be providing guidance to females to progress **in their career, Female Forums dedicated to female succession planning and development, Job Shadowing for learning new skills, etc. has remained at the core of our inclusion agenda.**

While we realize that a cultural and mindset shift cannot be an overnight change, these interventions have been a step in the right direction that will contribute to bringing a positive change in the long term. We hope to continue the momentum to 2021 and onwards to expand our collective understanding of Diversity and Inclusion.



**Irfan Wahab**  
Chief Executive Officer



**Øystein-Bakken**  
Chief Human Resources Officer





**TMUC**  
THE MILLENNIUM  
UNIVERSAL COLLEGE

## THE MILLENNIUM UNIVERSAL COLLEGE

The Millennium Universal College (TMUC) is Pakistan's largest transnational education group operating purpose-built University Campuses across major urban cities and offering international programs and highly reputed degrees and skills qualifications at home. Recognized by the Higher Education Commission (HEC) of Pakistan, TMUC is an institution of higher learning dedicated to providing innovative programs and working to make education borderless.

As an organization TMUC has set up recruitment initiatives for improving the representation of various demographics within our staff (i.e. race, ethnicity, sex, age, religion, disability, sexual orientation, economic status) and creating a more gender diverse workforce by making our roles more inclusive and accessible for all applicants.

In order to ensure Diversity and Inclusion, the first step begins with our selection process. TMUC is steadily improving its review and selection process of candidates to ensure that it is structured, reliable and efficient. Our interview panel members are trained to be inclusive and to remain respectful of all cultures and characteristics when evaluating candidates. They are equipped with skills to identify and overcome biases and interviewer mistakes.

Our Diversity and Inclusion efforts do not end with our Hiring and selection initiatives. They are also carried forward to our employee retention initiatives so that TMUC can benefit from our team's individual and collective differences. Our efforts include enhancing the diversity of our leadership and creating opportunities and platforms by mentoring our staff, to keep them engaged and by minimizing barriers for people from different backgrounds.

Women make up to 41% of The Millennium Universal College human resource which has enhanced innovation and improved team performance which are just a few benefits of having a gender diverse team. TMUC is working to provide more access to prospects for empowerment and advancement of women in order to retain the right talent and benefit from their potential.

At TMUC we understand that having a diverse workforce and ensuring inclusion enhances our ability to achieve better business results by engaging people from diverse backgrounds and perspectives in decision making. Each organization's journey to become inclusive starts with a simple, yet critical question; what active steps are we, as an organization taking to adopt and implement an inclusive culture at the workplace and how can we create a space where uniqueness of individuals who make up our workforce is not only welcomed but also leveraged for better business decision making?

This is just the beginning for The Millennium Universal College's journey into engraining Diversity and Inclusion into the organizational values and culture and we hope to achieve new heights through consistent initiatives and efforts in the



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The Millennium Education is a leading Private Sector Education System from K-12, with schools and colleges across Pakistan. TME is committed to diversity and inclusion in the field of education and 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 has nearly 570 Microsoft Innovative Educator Experts (MIEE) who are self-driven educators and are passionate about teaching and learning, inspiring learners with technology advancement and creative thinking. These educators/ teachers have been recognized as Global Leaders in using technology to support and enhance learning. They relish the role of change agents, and work to achieve excellence in education using Microsoft technologies coupled with best academic practices.

The Millennium Education understands the importance of women-centric service approach, and has therefore implemented affirmative discrimination practices for female employees in order to give them comfortable and positive work environment to work in. It is one the few institutions that caters to working parents by providing the facility of Child Day Care Centre. This Centre caters to children of two years or less and ensures a secure environment by handling infants with compassion and kindness.

TME has taken the notions of diversity and inclusion to new heights in the education sector by spearheading best practices of recruitment, retention, development and advancement. TME continues to work towards providing an inclusive and progressive work environment for employee, implementing policies and creating more opportunities that ensure diversity and inclusion.



**Chaudhry Faisal Mushtaq**  
CEO



# About Diversity Hub

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

## About HR Metrics

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



**Zahid Mubarik**  
**CEO**  
**HR Metrics**

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



# Editorial Team:



## **Maria Hassan**

Maria is currently the engagement specialist at HR Metrics and has contributed towards the composition of the 13th Edition of workforce tomorrow magazine. She completed her master's degree in business administration from SZABIST University, Islamabad. Having unbounded creativity & imagination, Maria has won several writing competitions in the



## **Syeda Rida**

Rida is currently working as People Analytics Associate and was formerly Manager Inclusion Programs at HR Metrics. Presently, she is pursuing her Bachelor's Degree in BSc. Business Administration in Human Resource Management from Royal Holloway, University of London. In the past, Rida has also published different editions of HR Magazine "Workforce Tomorrow" and has expertise in HR Analytics.

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