

HR Metrics



W O R K F O R C E

t o m o r r o w

15th Edition - March 2023



**MUHAMMAD
AURANGZEB**

President & CEO

HBL

HBL The Most Inclusive Company of Year 2022

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MESSAGE

“
I congratulate award winning companies for their solid narrative, evidence-based disclosure and contribution towards society. Their impact stories have been published in this magazine. I hope you benefit from this mutual learning platform.”

————— **Zahid Mubarik**

CEO
HR Metrics



Future-focused organizations are driven to ensure long-term sustainability of the planet and the people. As organizations are increasingly becoming agile in their business models, supply chains, shared services and operational processes; stakeholders want diversity, equity and inclusion to be integrated with business for sustainable outcomes. To optimize organizational results, leaders need to adopt an inclusive approach towards management strategies and governance that incorporates diverse perspectives, combined with varied cognitive, cultural and linguistic collaboration.

Diversity and inclusion has moved from peripheral function to the core driver of value creation for the organizations. In McKinsey's 2020 report: Diversity Wins: How Inclusion Matters—analysts found that, “Companies in the top quartile for gender diversity on their executive teams were 25 percent more likely to experience above-average profitability than companies in the fourth quartile,” as well as “36 percent likelihood of outperformance on EBIT margin for ethnic and cultural diversity.”

Society of Human Resource Management (world's largest HR association) has revised global HR competency standard by positioning diversity, equity and inclusion as key competency under “Leadership and Navigation”.

HR Metrics conducted certification of 106 people in Pakistan on Global DEI Standard. Number of organizations using Global DEI Benchmarks Standards in Pakistan increased from 28 to 47 causing 67% increase. This demonstrates organizational commitment towards Sustainable Development Goals 4, 5, 8, 9, 10 and 16. Regulators, investors, shareholders and business leaders have started the urgency of incorporating inclusion in governance and operations.

I congratulate award winning companies for their solid narrative, evidence-based disclosure and contribution towards society. Their impact stories have been published in this magazine. I hope you benefit from this mutual learning platform.

HBL has been declared as "Most Inclusive Company of Year 2022" by winning 15 Global DEI Benchmarks Standards Awards



HBL – A Bank With a Soul

HBL has always been a major advocate for fostering Diversity, Equity, and Inclusion (DEI) in the society. Despite various DEI initiatives practiced globally, organizations across the world have renewed efforts to inculcate a culture of diversity, equity, and inclusion among its work force. The goal of DEI is to create a more just and equitable society by actively addressing systemic and structural barriers that prevent certain groups of people from fully participating and thriving. HBL has always strived to ensure it is at the forefront of the DEI agenda. Over the years, the Bank has adopted a well-rounded approach through initiatives focused on hiring, career development, and female-friendly policies.

DEI Initiatives

The HBL Diversity Council has been a trailblazer with respect to introducing policies for its female staff. HBL became the first Bank in Pakistan to introduce a formal policy on 'Flexible Working Arrangements'. This landmark initiative, especially for the women, offered flexible timings and location. HBL recognizes that women are integral catalysts and change agents for diversity and innovation in the workplace. However, their role transcends that of a professional as they are responsible for managing various aspects of their lives simultaneously. Cognizant of these challenges, HBL launched Waapsi, a Female Returnship Program, offering women an opportunity to restart their career after a professional break. Under this program, HBL inducted 26 females in various roles across the Bank in H2 2022. To create an inclusive ecosystem for all its workforce, HBL offered special leaves to its staff, as it introduced paternity, miscarriage, and mourning leaves.

HBL's diversity agenda is based on the following focus areas:

- Attract women talent at all levels
- Keep them engaged
- Offer them facilities and policies
- Manage women's attrition
- Ensure representation of women in management and leadership positions

At present, HBL has a diversity ratio of 22% and its aim is to increase this to 25% by 2025. The HBL leadership understands the importance of both inherent and acquired diversity and has been the driving force behind the exponential increase in the diversity numbers across the Bank. DEI is not just a buzzword at HBL. The Bank is making concerted efforts to embed this culture in the mindset of its staff. As part of Women Wellness Program at HBL, the Bank arranges online wellness sessions on topics around female physical, mental, emotional wellbeing, etc. Comprehensive diversity and inclusion trainings have been undertaken by the entire HBL staff such as Gender Smart Banking, Professional Code for Successful Female Bankers, Disability Inclusion. Recognizing the value of mentoring, HBL Falak was launched as an exclusive mentorship program tailored for senior women of the Bank. Through this program, the Bank sought to establish a robust mentoring program to help senior women resources develop their skills and encourage reciprocity of shared experiences to cultivate a growth driven, conducive environment for mentees across the Bank.

To support the Bank's female staff with young children in balancing their professional career and motherhood, HBL announced a Day Care Allowance and a maternity gift for its female staff. This facility resonated with the Bank's diversity agenda and its resolve to support mothers.

The Bank's focused hiring strategy to include women and persons with disabilities (PWDs) is a nod to its efforts of promoting inclusivity within the organization. Every year, HBL launches a targeted internship program for both women and PWDs.

Way Forward

Hiring a diverse workforce is not the end, but in fact it is the first step towards embedding the DEI culture in the organization's DNA. HBL ensures it provides an inclusive environment and in this regard the Bank has made infrastructural upgrades by introducing female-friendly spaces, improving access to branches with ramps, talking ATMs, braille forms among other such initiatives.

In addition, HBL has a robust financial product specifically catering to the women demographic; HBL Nisa. This product aims to provide financial independence and security to women. Currently, HBL is proudly serving 3.8 million women clients, including over 900,000 under its Nisa Program.

Our leadership is also forming strategic alliances with female centric universities to nurture talent at an early stage and work towards providing them opportunities to become more marketable.

At HBL client satisfaction is key and a diverse and inclusive workforce can better understand and serve a diverse client base, leading to improved satisfaction and loyalty. A workplace that values DEI can attract a wider range of talented individuals who are looking for an inclusive and supportive work environment. This can help HBL recruit and retain high-performing employees.

A diverse and inclusive workforce can bring different perspectives and ideas to the table, leading to better innovation and problem-solving. Companies that prioritize DEI can build a positive reputation and become a preferred employer for clients, and employees.

AWARD WINNER COMPANIES

CEOs



Muhammad Aurangzeb

President & CEO
HBL



Ahsan Zafar Syed

CEO
Engro Fertilizers Limited



Ismail Mahmud

CEO
Engro Vopak Terminal Limited



Marek Minkiewicz

CEO
METRO Pakistan



Jahangir Piracha

CEO
Engro Polymer & Chemicals Limited



Samer Chedid

CEO
Nestlé Pakistan Limited



Muhammad Amir Khan

CEO
HBL Microfinance Bank



Yusuf Siddiqui

CEO
Engro Energy Limited



Syed Ali Akbar

CEO
Pakistan Tobacco Company



Rehan Shaikh

CEO
Standard Chartered Bank
Pakistan Limited



Aamir Ibrahim

CEO
Jazz



Dr. Sulaiman Shahabuddin

President
Aga Khan University



Nusrat Munshi

CEO
AGP Limited



Yousaf Hussain

CEO
Faysal Bank Limited



Muhtashim Ahmad Ashai

CEO
Soneri Bank Limited



Amin A. Feerasta

Deputy CEO
Soneri Bank Limited



Aizid Razzaq Gill

CEO
Allied Bank Limited



Sadaf Hatif

Chief Executive Officer
HRSG



Hasan Azhar

Group Chief Executive Officer
HRSG



Ghias Khan

President & CEO
Engro Corporation



Fatima Asad-Said

CEO
Abacus Consulting Technology Limited



Hatem Bamatraf

Group CEO
Pakistan Telecommunication
Company Limited



Rehmat Ali Hasnie

President (Acting)
National Bank of Pakistan



Rashed Rafique

Vice President & General Manager
Novo Nordisk Pharma (Private) Limited



Dr. Syed Azizur Rab

Chief Executive Officer
Greenstar Social Marketing
(Guarantee) Limited



Basir Shamsie

President & CEO
JS Bank Limited



Muntaqa Peracha

CEO
foodpanda



Mohsin Nathani

CEO
Habib Metro Bank



Syed Kabeer Naqvi

CEO
U Microfinance Bank Limited



Javed Ghulam Mohammad

Group Managing Director & CEO
Martin Dow Group



Ghazanfar Azzam

President & CEO
Mobilink Microfinance Bank



Dr. Imran Ahmad Khan

CEO
Bayer Pakistan Private Limited



Roman Yazbeck

Managing Director PK
Philip Morris Pakistan



Javed Ahmed

Managing Director and CEO
Jubilee Life Insurance



Furqan Syed

CEO
PepsiCo Pakistan



Arif Ur Rehman

CEO
Fauji Fertilizer Bin Qasim Limited

AWARD WINNER COMPANIES

CEOs



Mian Umer Mansha

CEO
Nishat Mills Limited
(Apparel Division)



Irfan Wahab

CEO
Telenor Pakistan



Farheen Irfan

Chief Operating Officer
ACT Engineering Services
Private Limited



Dr. Faisal Mushtaq

Founder & CEO
Roots Millennium Education
Group, Pakistan



Jahanzeb Khan

CEO
FINCA Microfinance Bank Limited

CHROs



Jamal Nasir

Chief Human Resources Officer
HBL



Muhammad Saad Khan

Vice President HR
Engro Fertilizers Limited



Rizwana Halepoto

CHRO
Engro Vopak Terminal Limited



Zahra Hussain

CHRO
METRO Pakistan



Adeel Qamar

Vice President HR & Administration
Engro Polymer & Chemicals Limited



Faisal Farooq Khan

CHRO
Bank Alfalah Limited



Hajra Omer

CHRO
Nestlé Pakistan Limited



Wajid Ali

Head HR
HBL Microfinance Bank



Tamkeen Sardar Faisal

CHRO
Engro Energy Limited



Muhammad Umer

CHRO
Standard Chartered Bank
Pakistan Limited



Sanam Sheikh

Acting CPO
Jazz



Navroz Surani

VP-HR
Aga Khan University



Junaid Jumani

CHRO
AGP Limited



Monis Mirza

CHRO
Faysal Bank Limited



M. Merajuddin Ahmed

Head of HR, Legal and General Services
Soneri Bank Limited



Saira Shahid Hussain

CHRO
Allied Bank Limited



Faiza Tariq Qureshi

Group Head of People & Culture
HRSG



Rizwan Masood Raja

Chief People Officer
Engro Corporation



Maria Safdar

Head of Corporate HR
Abacus Consulting Technology Ltd.



Shoaib Baig

Group Chief People Officer
Pakistan Telecommunication
Company Limited



Asma Shaikh

CHRO
National Bank of Pakistan



Noman Javaid

Director People & Organisation
Novo Nordisk Pharma (Private) Limited



Uzma Hayat Khan

Head of HR & Admin
Greenstar Social Marketing
(Guarantee) Limited



Zubina Sadick

Head HR
JS Bank Limited



Ayesha Khan

Country Director
Hashoo Foundation



Suhaib Baluch

Head of People & Organization
foodpanda



Asad Ali

Head HR
Habib Metro Bank



Nader Nawaz

Group Head Human Resources
& Administration
TPL Corp Limited/ TPL Properties Limited



Shahrukh Masood

Group Director Human Resources
& Corporate Communication
Martin Dow Group



Muhammad Haroon Khan

Chief People Officer
Mobilink Microfinance Bank

AWARD WINNER COMPANIES

CHROs



Sardar M. Abubakr
Chief People Officer
Mobilink Microfinance Bank



Muhammad Bilal
CHRO
Bayer Pakistan Private Limited



Mirela Spagovic
Director People & Culture Pakistan
Philip Morris Pakistan



Tazeen Shahid
Group Head - Human Resource
Management and Development
Jubilee Life Insurance



Sarah Hassan
CHRO
PepsiCo Pakistan



Brig. Syed Haider Ali Naqvi
GM (HCM)
Fauji Fertilizer Bin Qasim Limited



Quratulain Arsalan
L&D Lead
Feroze1888 Mills Limited



Tahir Aleem
CHRO
Nishat Mills Limited
(Apparel Division)



Areej Khan
CHRO
Telenor Pakistan



Sidra Anjum
Head of Human Resources
ACT Engineering Services
Private Limited



M. Adil Amin Kazi
GM
Roots Millennium Education
Group, Pakistan



Kamran Mustafa Siddiqui
CHRO
FINCA Microfinance Bank Limited

DEI Leads



Sarah Beg
Head Talent, Diversity and
HR Relationship Management
HBL



Aniya Fatima Naqvi
Diversity Manager
Engro Fertilizers Limited



Riva Naeem
DEI Manager
Engro Vopak Terminal Limited



Gull Zareen Khan
Manager Rewards & Employee Relations
Engro Polymer & Chemicals Limited



Rehan Naeem
Diversity Manager
Bank Alfalah Limited



Fatima Tauseef
Unit Head DEI
Bank Alfalah Limited



Alina Tariq
DEI Manager
Nestlé Pakistan Limited



Abdul Khaliq
Head Talent & OD
HBL Microfinance Bank



Rubaab Qureshi
DEI Manager
Engro Energy Limited



Saman Masood
DEI Manager
Pakistan Tobacco Company



Sabahat Bokhari
Director Diversity & Inclusion
Jazz



Maliha Murtaza Khan
Diversity Manager-
Director L & OD
Aga Khan University



Quratulain Tahir
DEI Manager
AGP Limited



Habiba Salman
DEI Manager
Faysal Bank Limited



Saman Abbasi
Head L&D &
Chief Diversity Officer
Soneri Bank Limited



Ali Ashraf
Divisional Head HR
Allied Bank Limited



Talha Abbasi
Manager - HRBP
HRSG



Arshia Ahmad Saqib
Vice President Talent & Culture
Engro Corporation

AWARD WINNER COMPANIES

DEI Leads



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Assistant Manager
Talent Management
Abacus Consulting Technology Ltd.



Hina Tasleem

Group VP (Culture Transformation)
Pakistan Telecommunication
Company Limited



Hufriah Shroff

Divisional Head –
Organization Effectiveness
National Bank of Pakistan



Samia Ali

HR Business Partner
Novo Nordisk Pharma (Private) Limited



Asra Izhar

Manager Human Resources
Greenstar Social Marketing
(Guarantee) Limited



Bilal Soomro

Senior Manager Culture
& Engagement
foodpanda



Ahmed Shah Durrani

D&I Lead
Habib Metro Bank



Syed Saadat Ali Shah

DEI Lead
U Microfinance Bank Limited



Junal Maria D'Cruz

DEI Lead
Bayer Pakistan Private Limited



Alina Khan

Engagement, L&D Lead
Philip Morris Pakistan



Bushra Mazhar

Head – Talent, HRBP,
Diversity & Inclusion
Jubilee Life Insurance



Saman Chaudhry

Section Manager, Talent
Acquisition, Learning &
Development & Diversity
Fauji Fertilizer Bin Qasim Limited



Jamila Majid

Diversity Manager
Feroze1888 Mills Limited



Wajeeha Khalid

Business & DEI Program Head
Nishat Mills Limited
(Apparel Division)



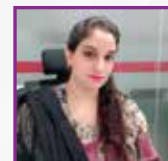
Osman Ahmed

Head of Organizational
Development
Telenor Pakistan



Mona Kanwal

Senior Manager HR Operations
& Compliance
Roots Millennium Education
Group, Pakistan



Sahar Al-Hosban

DIB Global Lead
FINCA Microfinance Bank Limited

2023

GLOBAL DIVERSITY, EQUITY & INCLUSION BENCHMARKS AWARDS

GUEST OF HONOUR



Akif Saeed

Chairman Securities and Exchange Commission of Pakistan

SPEAKERS



Muhammad Aurangzeb

President & CEO
HBL



Ghias Khan

CEO
Engro Corporation



Musharaf Hai

Former CEO
Unilever and L'Oréal Pakistan

SPEAKERS



Maheen Rehman

CEO
Infra Zamin Pakistan



Moneeza Usman Butt

Partner
KPMG Taseer Hadi & Co



Fatima Asad-Said

CEO
Abacus Consulting
Technology Limited



Maleeha Mimi Bangesh

Consultant,
International Finance
Corporation, Singapore



Jawad Syed PhD

Professor of Organizational Behavior and Leadership, Suleman Dawood School of Business Lahore University of Management Sciences Pakistan



Karen Francis PhD

Vice President and Chief Diversity, Equity and Inclusion Officer American Institutes for Research USA



Lynda White

President McLeod White, Montreal Canada, Former Board Chair The Centre for Global Inclusion USA



Moneeza Usman Butt

Partner
KPMG Taseer Hadi & Co Pakistan



Saad Amanullah Khan

Chairman of Public Interest Law Association of Pakistan and Chairman of Pakistan Innovation Foundation Pakistan



Zahid Mubarak

CEO HR Metrics, Member Pakistan Stock Exchange Task Force on ESG, Member BoD Centre for Global Inclusion USA, President SHRM Forum Pakistan

HR Metrics conducts annual Global DEI Benchmarks Awards in which organizations are given the opportunity to disclose their diversity, equity, and inclusion accomplishments with a focus on social and economic impact on all stakeholders. Diversity Hub, Pakistan formed a Jury for assessment of GDEIB awards comprising of leading global DEI experts including Jawad Syed PhD, Professor of Organizational Behavior and Leadership, Suleman Dawood School of Business, Lahore University of Management Sciences, Pakistan, Karen Francis PhD, Vice President and Chief Diversity, Equity and Inclusion Officer American Institutes for Research, USA, Lynda White, President Mcleod White, Montreal Canada, Former Board Chair The Centre for Global Inclusion USA, Moneeza Usman Butt, Partner, KPMG Taseer Hadi & Co, Pakistan, Saad Amanullah Khan, Chairman of Public Interest Law Association of Pakistan, and Chairman of Pakistan Innovation Foundation,



Pakistan, Zahid Mubarik, CEO HR Metrics, Member Pakistan Stock Exchange Task Force on ESG, Member BoD Centre for Global Inclusion USA, President SHRM Forum, Pakistan. Awards were assessed on merit-based scores on a scale of 1-5 including Best Practice, Progressive, Proactive, Reactive, and Inactive. Total 46 organizations have won the Global DEI Benchmarks Awards.

2023 AWARD WINNERS



2022

GLOBAL DIVERSITY, EQUITY & INCLUSION BENCHMARKS AWARDS

GUESTS OF HONOUR



Matt Ference

US Deputy Consul General
Karachi



Engr. Rukhsana Zuberi

Member
Senate of Pakistan



Musharaf Hai

Former CEO
Unilever and L'Oréal Pakistan

2022 AWARD WINNERS



2022 Global Diversity, Equity & Inclusion Benchmarks Awards' Winners



Musharaf Hai
Former CEO Unilever and L'Oréal Pakistan



Guests of Honor



Engro Energy Limited



Engro Fertilizers Limited



Engro Corporation Limited



Nestlé Pakistan



HBL



HBL Microfinance Bank



Standard Chartered Bank



AGP Limited



Bank Alfalah Limited



Faysal Bank Limited



Engro Polymer & Chemicals Limited



PTCL



Philip Morris Pakistan Limited



HRSG



The Millennium Education



JS Bank



TPL Corp Limited

2022 Global Diversity, Equity & Inclusion Benchmarks Awards' Winners



National Clearing Company of Pakistan Limited



TMUC



British Council Pakistan



Jazz



Novo Nordisk Pharma (Pvt). Ltd.



Feroze1888 Mills Limited



FINCA Microfinance Bank Ltd.



Telenor Pakistan



JURY MEMBERS



Lynda White

President
McLeod White Montreal
Quebec, Canada



Nadia Younes

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



Karen Francis

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



Moneeza Usman Butt

Partner
KPMG Taseer Hadi & Co
Pakistan



Saad Amanullah Khan

Chairman
Pakistan Innovation Foundation
Pakistan



Ambreen Waheed

Founder & Pollinator
Responsible Behaviour Institute
Pakistan



Zahid Mubarik

SHRM-SCP, SPHRi, GPHR
CEO HR Metrics
Pakistan

AWARD LEVELS

Level 5

Best Practice

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

Level 4

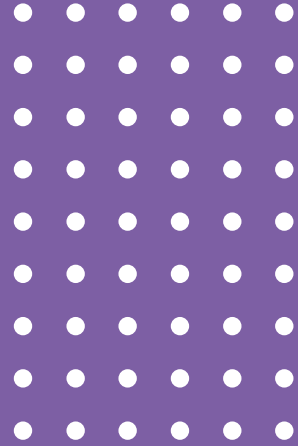
Progressive

Implementing DEI
systemically and
showing improved
results and outcomes

Level 3

Proactive

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



Why Diversity & Inclusion?

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

According to McKinsey & Company 2018 research, companies in the top-quartile for gender diversity on executive teams were 21% more likely to outperform on profitability and 27% more likely to have superior value creation. Companies in the top-quartile for ethnic/cultural diversity on executive teams were 33% more likely to have industry-leading profitability. This correlation shows a clear business case for diversity & inclusion in organizational performance context.

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

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



What is GDEIB?

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

While many would make the case that all 17 goals support D&I, below are six goals that are especially consistent with the GDEIB Categories and Benchmarks:

4	SDG 4: Quality Education Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
5	SDG 5: Gender Equality Achieve gender equality and empower all women.
8	SDG 8: Decent Work and Economic Growth Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.
9	SDG 9: Industry, Motivation and Infrastructure Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.
10	SDG 10: Reduce Inequalities Reduce inequality within and among countries.
16	SDG 16: Peace, Justice and Strong Institutions Promote peaceful and inclusive societies for sustainable development, inclusive institutions at all levels.

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

Ultimate Goals of GDEIB

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

How GDEIB Supports Sustainable Development Goals 2030?

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



Purpose of GDEIB

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

Contribute to the greater good of society

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

Improving Organizational Performance

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

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

Usage in Organization

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

Dimensions of Diversity

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

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

Categories of Awards

Global DEI Benchmarks Awards exist in 15 categories:

01

VISION, STRATEGY, AND BUSINESS IMPACT AWARD

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

02

LEADERSHIP AND ACCOUNTABILITY AWARD

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

03

DEI STRUCTURE AND IMPLEMENTATION AWARD

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

04

RECRUITMENT AWARD

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

05

ADVANCEMENT AND RETENTION AWARD

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

06

JOB DESIGN, CLASSIFICATION, AND COMPENSATION AWARD

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

07

WORK-LIFE INTEGRATION, FLEXIBILITY, & BENEFITS AWARD

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

08

ASSESSMENT, MEASUREMENT, AND RESEARCH AWARD

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

09

DEI COMMUNICATIONS AWARD

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

10

DEI LEARNING AND DEVELOPMENT AWARD

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

11

CONNECTING DEI AND SUSTAINABILITY AWARD

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

12

COMMUNITY, GOVERNMENT RELATIONS & PHILANTHROPY AWARD

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

13

SERVICES AND PRODUCTS DEVELOPMENT AWARD

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

14

MARKETING AND CUSTOMER SERVICE AWARD

Integrating DEI into marketing and customer service.

15

RESPONSIBLE SOURCING AWARD

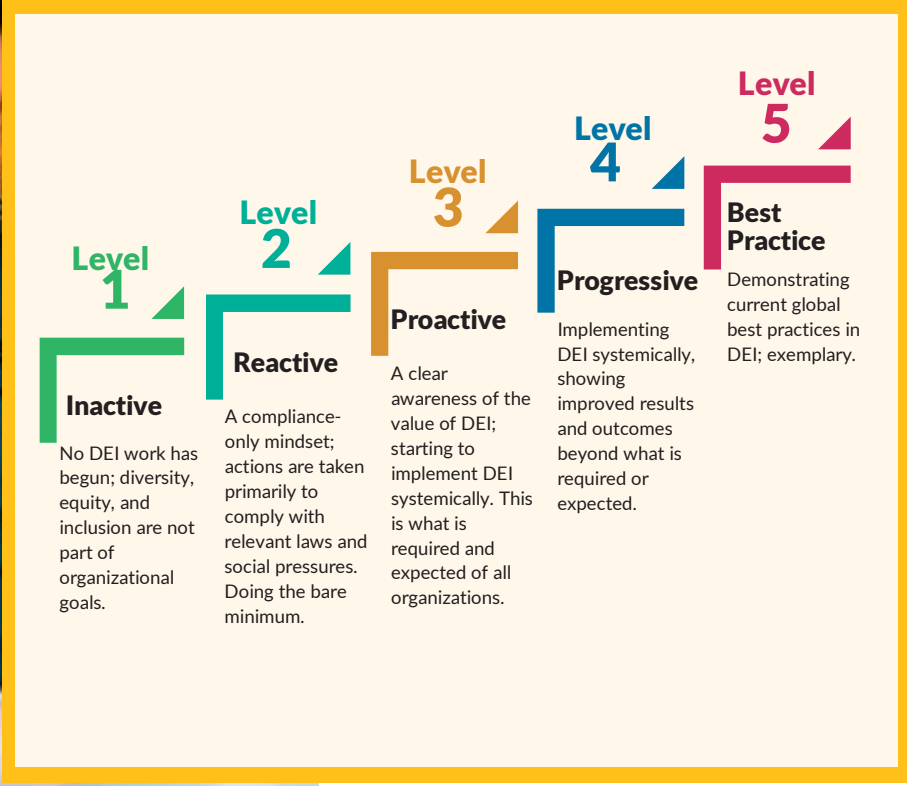
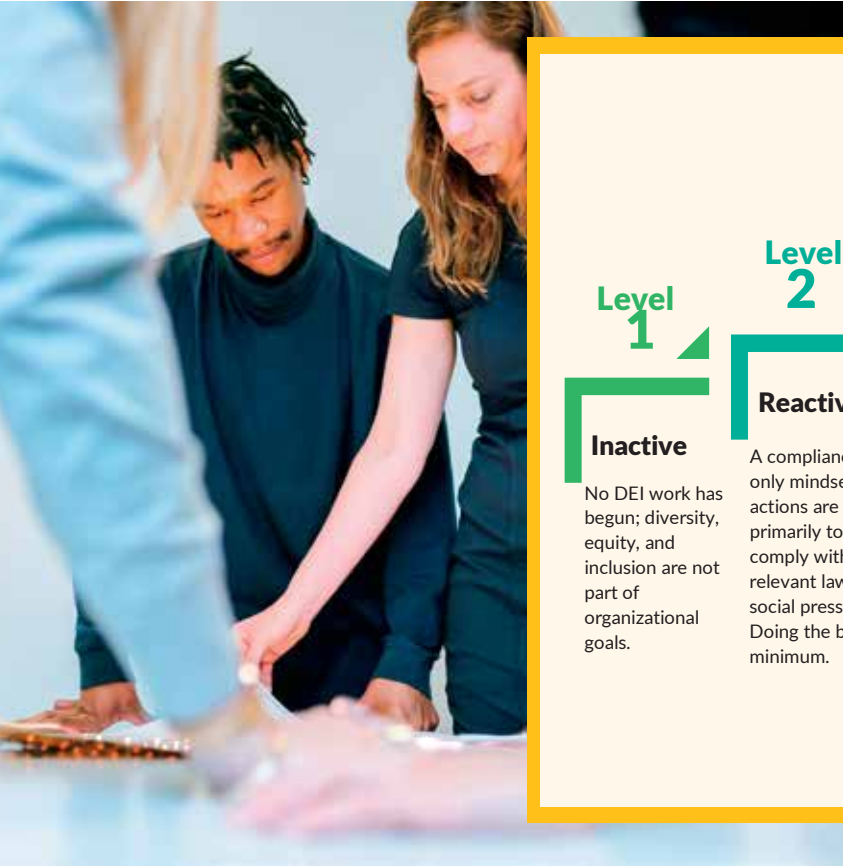
Practicing responsible and ethical sourcing. Develop and nurture underrepresented suppliers.



Global Diversity, Equity & Inclusion Benchmarks

Levels of Awards

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



2024 Global DEI Benchmarks Awards' Timeline



12 Takeaways for Global DEI Benchmarks Award Winners

01

High level of global validation and recognition for contributing towards Sustainable Development Goals.

02

Strong message to investors/donors that organization is diverse, Inclusive and Sustainable.

03

National publicity through press release in the newspaper by HR Metrics.

04

Presentation of Global DEI Benchmarks Awards by a dignitary during prestigious ceremony.

05

Opportunity for speaking slot in the D&I annual conference at Karachi.

06

Complimentary publication of success story in Workforce Tomorrow magazine.

07

Video Recording in front of media wall for sharing with industry and 25,000+ social media followers.

08

Complimentary invitation for online training on GDEIB assessment.

09

Access to recorded sessions to learn GDEIB standard and success stories.

10

Complimentary seat for D&I managers for certification on GDEIB Standards.

11

Complimentary invitations for CEO, CHRO and CDO for GDEIB Awards.

12

Discounted fee for additional participation in Global DEI Benchmarks Conference.

Global DEI Benchmarks Awards 2024 Submission Process

Guidelines for Global DEI Benchmarks Awards 2024

1. Visit the website of The Centre for Global Inclusion USA. Click on following URL to fill GDEIB user form.
<https://centreforglobalinclusion.org/what-we-do/the-gdeib/user-agreement.html>
2. After clicking SEND on this User Agreement, you will be navigated to another page to download GDEIB standards.
3. GDEIB Award has 15 categories. Choose relevant categories for your submission.
4. Each category has 5 levels of readiness including INACTIVE, REACTIVE, PROACTIVE, PROGRESSIVE, AND BEST PRACTICE Awards are meant for top 3 levels (PROACTIVE, PROGRESSIVE, BEST PRACTICE).
5. An organization can apply for minimum one category and maximum 15 categories.
6. To apply for any category, fill the relevant categories in GDEIB award submission form Excel file provided by HR Metrics' team member by giving justification for each benchmark for each category and by confirming availability of evidence.
7. DEI activities reported in Award Submissions should be relevant to period covering 1 Jan 2023 to 30 Sep 2023. In case of previous activities, it must be ongoing.
8. To qualify for an award at any level, an organization MUST comply with more than 50% of benchmarks in that level.
9. Evidence material may include but not limited to extract from policy, procedure, internal/external communication, photograph, media clip, video, published article, case study or third-party testimonial.
10. Please ensure that evidence material should be sufficient to substantiate proof of applicability of DEI benchmarks in organization.
11. Ask info@thehrmetrics.com to create a folder on Dropbox. Upload award submission form with evidence on Dropbox folder and seek confirmation.
12. HR Metrics team undertakes to protect confidentiality of all information provided by organizations; However if you wish to sign "Confidentiality Agreement", please send us your template to sign it.
13. Processing fee of GDEIB Awards 2024 is US 400 \$ (PKR 100,000) per category. Processing fee is meant to cover following costs:
 - 13.1 Compensation of team involved in the process;
 - 13.2 Souvenirs for winning organizations;
 - 13.3 Event management and branding;
 - 13.4 Venue/Food and refreshments during awards ceremony;
 - 13.5 Complimentary seats for participating organizations;
 - 13.6 Publication of D&I success stories in the magazine.

Please Note:

1. Awards are decided by independent jury on a merit-based criteria. Payment of processing fee DOES NOT guarantee winning the award.
2. Organizations participating in awards are not eligible to sponsor awards.
3. Call for submission starts on 1 Sep 2023 and will close on 31 Oct 2023. No extension in timeline whatsoever case may be.

14. Actions by HR Metrics

- 14.1. Quality Control team at Diversity Hub will review all submissions.
- 14.2 In case of any deficiency in submission, concerned organization will be informed to rectify the observation before submission deadline.



Global DEI Benchmarks Awards 2024 Submission Process

15. Assessment by Jury

- 15.1 Jury for GDEIB Awards 2024 will review all submissions.
- 15.2 Jury's decision will be based on the narrative and evidence provided by organizations.
- 15.3 Jury will not ask for additional information. Any narrative lacking evidence will not qualify for Award.
- 15.4 Jury decision will be final, non-challenging, and binding for all.

16. Announcement and Presentation of Awards

- 16.1. GDEIB Awards for the year 2023 will be announced on 30 Dec 2023.
- 16.2 GDEIB Awards will be presented during a ceremony in Karachi on 6 March 2024.
- 16.3 CEO, CHRO and Diversity Manager of participating organizations will be invited complimentary.
- 16.4 For any further information, please contact info@thehrmetrics.com.

17. Guidelines for Publishing DEI Stories in Magazine

- 17.1 HR Metrics issues DEI magazine annually. It features DEI accomplishments of award-winning organizations.
- 17.2 The magazine is published at the time of awards ceremony,
- 17.3 This magazine has printed circulation to top 500 companies in Pakistan; digital copy to 1,000+ users globally.
- 17.4 Awards participating organizations are allotted 1 page per company.
- 17.5 If you wish to publish your organization's DEI story in this magazine, please provide following content of 400 words along with relevant high-resolution pictures;
 - 17.6 Name of DEI initiative.
 - 17.7 Purpose of the initiative
 - 17.8 Policies/ activities/ processes initiated/undertaken by organization.
 - 17.9 Result/outcome
 - 17.10 High resolution picture of CEO/CHRO/Diversity Manager with exact names and titles.
 - 17.11 31 Oct 2023 is the last date for submission of contents for the magazine.
 - 17.12 Magazine also has space for paid advertisement of companies' product/services.
 - 17.13 For any further information, please contact diversity@thehrmetrics.com.

GDEIB ASSESSMENT GUIDELINES

GDEIB AWARDS ASSESSMENT PROCESS STEPS

1. Prepare
2. Develop a Plan for Management Approval
3. Determine Who to Involve and How to Sort and Organize the Data.
4. Determine Which GDEIB Categories to Assess.
5. Determine the Process.
6. Determine and Collect Additional Data as Part of the Overall D&I Needs Assessment Process.
7. Analyze and Report the Data with Recommendations.

1 - Prepare

Thoughtfully read the entire GDEIB. To access the GDEIB, go to The Centre's website www.centreforglobalinclusion.org and navigate to Downloads, and then to GDEIB. Return frequently to review new postings. Collecting accurate information and basing DEI work on an accurate assessment is crucial to ensuring that the outcome will be credible and useful to the organization. Although the GDEIB is designed to be used without highly-skilled consultants or expert assistance, if you don't have experience designing and conducting a needs assessment, consider asking someone with assessment experience to coach or assist you. The GDEIB Expert Panelists' biographical summaries and contact information can be accessed here: <https://centreforglobalinclusion.org/2021-expert-panelists/>. You may contact any of the Expert Panelists' independently.

2 - Develop a Plan for Management Approval

Make decisions on how to address all steps below and, if appropriate, write a plan or proposal for review by your management. We recommend constructing a plan/proposal in a manner acceptable to, or prescribed by, your organization in as much detail as expected, including time parameters, responsibilities, accountability, and projected costs. As you plan, consider your organizational culture and practices, compliance and regulatory requirements, confidentiality guidelines, and practices and possible disclosure requirements, the right to privacy, reporting of violations or infractions, and other items that may affect data collecting and reporting. It may be helpful to consult with your general counsel or legal representative for advice. Include statements about confidentiality protection, identifying parties who will see all or some portions of the data, and how the information will be used. Be sure the plan includes clear communication and adherence to organizational agreements regarding data collection and use.

GDEIB ASSESSMENT GUIDELINES

3 - Determine Who to Involve and How to Sort and Organize the Data

For some of these decisions, there will be a cost factor. The more groups you engage, the more time and cost is involved, but you will potentially obtain more comprehensive data. Some organizations choose to involve employees at every position level; other organizations will be more selective. Some choose to collect and analyze the data by identity or other types of groups. For example, you may want to separate various organizational departments or position levels, regions or locations, or separate groups by gender, age, ethnicity, and so forth. However, avoid groups that are too small because individuals may be easily identified, causing confidentiality agreements to potentially be violated. Identify participants with disabilities who may be participating in the process and make accommodation for them, if needed.

4 - Determine Which GDEIB Categories to Assess

Consider completing all 15 GDEIB Category Checklists because the GDEIB is comprehensive and functions as a system. However, it may not be practical for your organization to ask participants to complete all the Checklists. For example, you may not have a Sustainability program (Category 11) or a Responsible Sourcing Program (Category 15) and you may want to exclude those. For some larger or more structurally complex organizations, some Categories may be more effectively applied at an enterprise or headquarters level rather than regional or local level. You will need to make those decisions prior to conducting the assessment.

5 - Determine the Process

You have many options. We recommend the following as the preferred way for your organization to collect and analyze assessment data:

- 5.1. Use a skilled, knowledgeable facilitator.
- 5.2. Ask individual participants to complete the Checklists prior to attending the meeting and then refer to the Checklists during the meeting.
- 5.3. Form discussion groups of 5 to 7 persons. They may be diverse (including cross-functional) groups or a group similar in diversity dimensions (such as age or gender identity), location, position level or other similarity.
- 5.4. Encourage individuals to discuss their ratings in each Category and share examples that describe how the organization is accomplishing a benchmark. Ask them to gain consensus on their rating on each Category. It may be challenging for some groups to reach consensus. First remind the group that consensus does not entail total agreement. However, if there is significant disagreement, that will need to be addressed before proceeding with action steps. The consensus agreed to by the group could be stated as a single number or a range.
- 5.5. Collect the consensus ratings from each small group, along with examples.
- 5.6. Facilitate a large group conversation to reach group consensus across all the smaller groups.

GDEIB ASSESSMENT GUIDELINES

6 - Determine and Collect Additional Data as Part of the Overall D&I Needs Assessment Process

Consider using the following additional data gathering methods:

6.1. Individual interviews of selected leaders

6.2. Focus Groups

6.3. Employee Opinion Survey results

6.4. Supervisor and/or Manager Opinion Survey results

6.5. Other data that relates to the organization, such as retention and turnover, sales data, advertising results, grievances, and social media comments.

7 - Analyze and Report the Data with Recommendations

Consider convening a diverse team to analyze the data and make recommendations. When a diverse team is used (including diversity dimension, organizational unit/function, location, position level and others), it is usually more likely that the recommendations will be relevant, accepted and implemented. Implementing this step and communicating before you collect the data is recommended, so you can align expectations with your objectives from the beginning.

8 - GDEIB Assessment Checklists Leader Guide

Assessment is not a perfect science. No assessment tool will be perfectly accurate because achieving pure objectivity is not possible. Although there is not a lot to be gained by discussing whether a rating should be 3.4 or 3.2, a difference between 4.0 and 2.5 does merit further discussion and analysis. Our recommendation: use the scores to facilitate conversation with examples and to focus on a plan to improve what you do.

The GDEIB can be customized and some portions of it may be changed, but customization must be approved. The authors—Nene Molefi, Julie O'Mara, and Alan Richter who solely own the rights and hold the copyright—will determine the degree of changes that can be made before changes become too significant beyond the intention and integrity behind the Expert Panellists' opinions and recommendations.

2021 GLOBAL DIVERSITY & INCLUSION BENCHMARKS AWARDS

GUESTS OF HONOUR



Sima Kamil

Deputy Governor
State Bank of Pakistan



Dr. Shamshad Akhtar

Former Governor
State Bank of Pakistan



Sadia Khan

Commissioner
Securities & Exchange
Commission of Pakistan (SECP)



Zaffar A. Khan

Former CEO
Engro Corporation

2021 AWARD WINNERS



2021 Global Diversity & Inclusion Benchmarks Awards' Winners



Zahid Ali Mubarak
CEO HR Metrics



Sima Kamil
Deputy Governor SBP



Zaffar A. Khan
Former CEO Engro Corp



Dr. Shamshad Akhtar
Former Governor SBP



Sadia Khan
Commissioner, SECP



PPAF



METRO Pakistan



Engro Fertilizers



Faysal Bank



First MicroFinance Bank



U Microfinance Bank



Bank Alfalah



Allied Bank



HBL



JS Bank



Pakistan Tobacco Company



Engro Energy Limited



Nestlé Pakistan



Abacus



Khaadi

2021 Global Diversity & Inclusion Benchmarks Awards' Winners



AGP Limited



Hashoo Foundation



Philip Morris Pakistan Ltd.



KFC Pakistan



PTCL



Engro Polymer & Chemicals



HRSG



ICI Pakistan Limited



Telenor Pakistan



The Millennium Education



TMUC



Aga Khan University



Standard Chartered



TAF Foundation



Guests of Honor



HR Metrics Team

2020

GLOBAL DIVERSITY & INCLUSION BENCHMARKS AWARDS

GUESTS OF HONOUR



Dr. Shamshad Akhtar

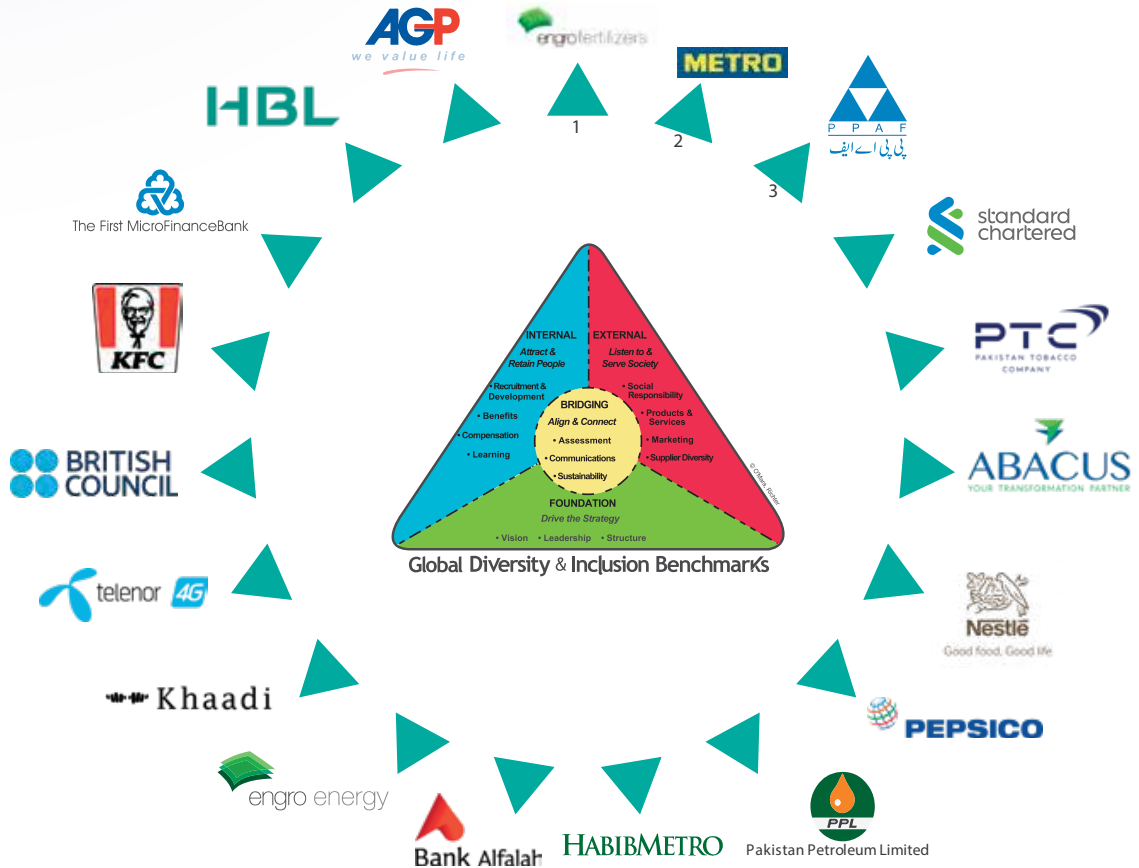
Former Governor
State Bank of Pakistan



Robert Silberstein

US Consul General
Karachi

2020 AWARD WINNERS



2020 Global Diversity & Inclusion Benchmarks Awards' Winners



Dr. Shamshad Akhtar
Former Governor SBP



Robert Silberstein
US Consul General



Zahid Ali Mubarak
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



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

2020 Global Diversity & Inclusion Benchmarks Awards' Winners



Zeshan Taj
VP HR Engro Energy Limited



Carol J. Ariano
CHRO Aga Khan University



Robert Silberstein & Zaffar Khan



Zaffar Khan, Zahid Mubarik & Shazad Dada



GDIB Awards' Winners



GDIB Conference Photo

2019

GLOBAL DIVERSITY & INCLUSION BENCHMARKS AWARDS

GUEST OF HONOUR

2019 GDIB Conference



Kashmala Tariq

Federal Ombudsperson for
Protection Against Harassment



2019 AWARD WINNERS



2019 Global Diversity & Inclusion Benchmarks Awards' Winners



Zahid Ali Mubarik
CEO HR Metrics



Kashmala Tariq
Federal Ombudsperson for
Protection Against Harassment



PPAF



Standard Chartered Bank



Mentor Graphics



Aga Khan University



SECMC



PTCL



OGDCL



Bank Alfalah



JW Forland



2018 GLOBAL DIVERSITY & INCLUSION BENCHMARKS AWARDS

GUEST OF HONOUR

2018 GDIB Conference



Roshan Khursheed Bharucha

Former Provincial Minister
& Senator Member
National Commission for
Human Development



2018 AWARD WINNERS



2018 Global Diversity & Inclusion Benchmarks Awards' Winners



Zahid Ali Mubarik
CEO HR Metrics



Roshan Khurshid Bharucha
Former Provincial Minister & Senator
Member National Commission for
Human Development



Standard Chartered Bank



Nestlé Pakistan



PPAF



Abacus



Aga Khan University



PepsiCo



FINCA



British Council



Telenor



Thar Foundation



HBL



2017 GLOBAL DIVERSITY & INCLUSION BENCHMARKS AWARDS

GUEST OF HONOUR

2017 GDIB Conference

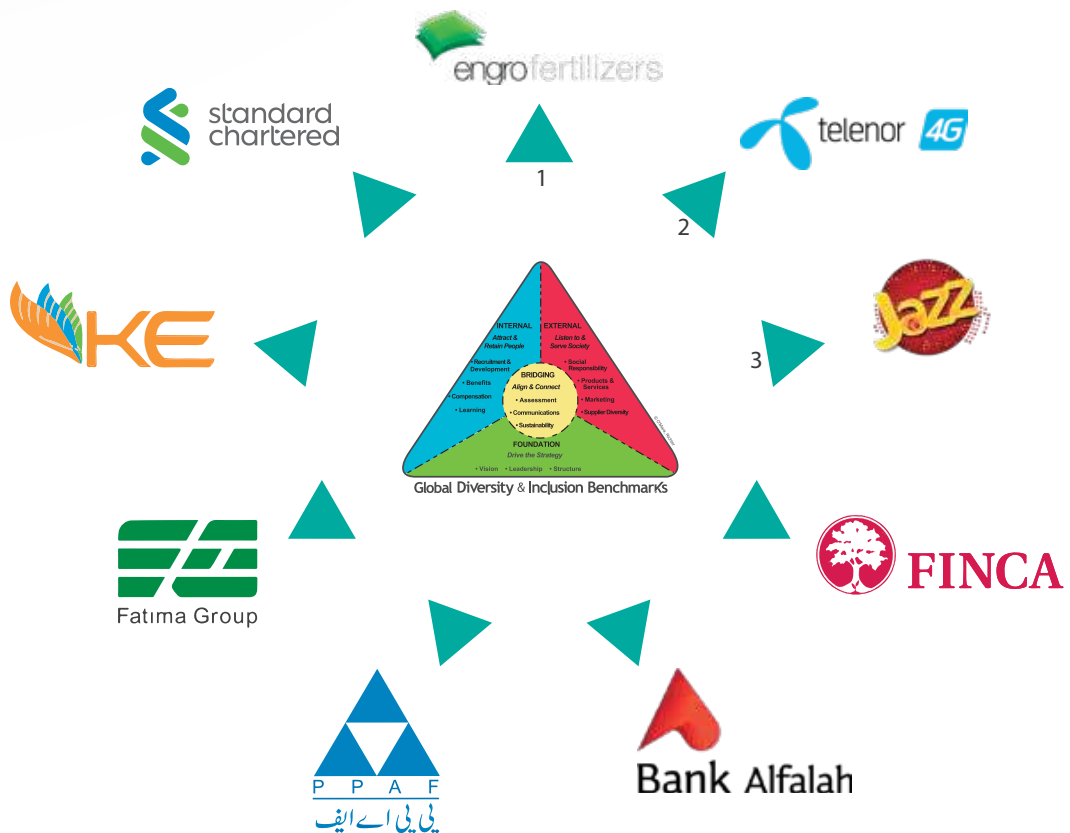


Marvi Memon

Member of the National Assembly of Pakistan



2017 AWARD WINNERS



2017 Global Diversity & Inclusion Benchmarks Awards' Winners



2016

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 Mubarak, 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 Hight 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



BRAND PROMISE

We are one of the leading Manufacturer and Exporter of specialized Yarn & Textile products across the globe. With state-of-the-art machinery, strong systems and exceptionally skilled human capital we ensure high standards and deliver excellence in all what we do. Feroze1888 lives by the motto of 3Ps: People, Planet and Prosperity; believes in prosperity for all by creating a safe work environment and contributing in the economy with exports and career opportunities for our fellow citizens.

IMPACT AT A GLANCE



PEOPLE

Training Hours
20,000+

Employees Trained
14,000+

Talent Elevation
15%+
every year



PLANET

Conserved
2070000
kWh of electricity

Conserved
6950000
m3 of natural gas

Reduced
15000
CO₂ of tons



PROSPERITY

Wealth Generated
PKR in '000
49,169,394
Sales including
sales tax

Wealth Distribution
PKR in '000
7,024,800
Salaries, benefit
and other cost
to government

26,332
Donation for
education &
health



ANNUAL GLOBAL DIVERSITY, EQUITY & INCLUSION BENCHMARKS

AWARD WINNER'S SUCCESS STORIES



Apart from HBL's drive for inclusion of PWDs, there are several other DEI interventions that the Bank has carried out and a few of them are mentioned below:

Gender Mainstreaming – Banking on Equality

This policy aims to provide a clear framework to enhance women's financial inclusion and provide women-friendly banking and work practices.

Flexible Work Arrangement Policy

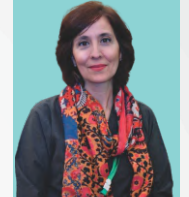
Flexible work arrangements also augment HBL's commitment to promoting diversity and inclusion whilst facilitating retention of employees and enhancing productivity and engagement.

Gender Sensitization Training & Engagement

We partnered with British International Investment, UK, and developed a Gender Sensitization Training that has been rolled out across the Bank; initially through virtual classroom session and the same has now been launched as a comprehensive e-learning module which is mandatory for all staff. We have developed comprehensive training titled 'Professional Code – Successful Women Bankers' in 2022 to enable women in financial services to conduct themselves professionally and stand out in their jobs.



Jamal Nasir
Chief Human Resources Officer



Sarah Beg
Head Talent, Diversity and HR Relationship Management



Muhammad Aurangzeb
President & CEO

DEI in HBL is applied in a top-down approach to help us stay aligned with domestic and international regulatory bodies. We envision ourselves as the benchmark creator and leaders for DEI.

People with Disabilities (PWDs) at HBL

HBL partnered with NOWPDP to include PWDs as part of the workforce and sensitization of staff. We continued hiring PWDs after the successful launch of our PWD internship program in 2021. A Buddy program attaches an employee with incoming PWDs to support them for 3 months. We have an approved Disability Inclusion framework to direct a concerted approach for the inclusion of PWDs as employees and customers.

HBL continually focuses on infrastructural upgrades across its network for our differently-abled employees and customers and has converted 35 of its branches across Pakistan into model branches. Additionally, the Bank has installed ramps in 1121 branches and 320 off-site ATMs, set up 401 talking ATMs and has made Braille forms available in all our regional headquarters.

HBL Employee Volunteering Program



HBL launched its first-ever Employee Volunteering Program in June 2022. Through this program, the Bank aims to motivate and enable all employees

to participate in the creation of value for the community. Since its launch, the program has given multiple volunteering opportunities to HBL employees and their families across a variety of themes, including clean-up drives at the Frere Hall gardens, a day of arts & craft at the SOS Children's Village Karachi and Development in Literacy School in Rawalpindi.

#BankWithASoul

HBL announced raising the staff service age from 60 years to 65 years. This first-of-a-kind step is a game-changer for the financial industry and ensures that the staff continue to financially support their families.

Staying true to its philosophy of #BankWithASoul, HBL also announced **Mourning, Paternity and Miscarriage Leaves**.

HBL Raabta - Employee Assistance Program

This program offers employees confidential access to an external professional adviser to discuss and manage issues that may be impacting their productivity and wellness.

HBL Waapsi



HBL launched HBL Waapsi program earlier this year which has generated a robust pool of experienced resources, eager to re-start their professional journey with HBL.

She Loves Tech

HBL – the longest standing partner for She Loves Tech, Pakistan – has offered unwavering support to the cause of women empowerment and entrepreneurial capacity building through this partnership. We have also enabled She Loves Tech, Pakistan in reaching a wide audience across Pakistan with the help of its vast outreach efforts.

HBL has partnered with **Center of Excellence in Responsible Business (CERB)** as a Goal Leader for SDG 10: Reducing Inequalities.

The first workshop under SDG 10, sponsored by HBL, titled 'Building Blocks of Accessibility for Persons with Disabilities (PWDs)' was organized by CERB on October 5th, 2022. It saw participation from multiple organizations across a variety of sectors.





DEI represents vital components of who we are as Engro

Our DE&I strategy stems from one of Engro's core values of

"Nurturing passion to serve country, community, and company, with a strong belief in the dignity and value of people"



If we want our business to flourish, we firmly believe that empowering women and unlocking their potential is integral to achieving sustainable, equitable growth.

In line with our DE&I Agenda for 2022 and beyond, we plan on actively formulating and implementing ways to ensure the advancement of women and other diverse talents to leadership roles.

Our commitment to DE&I and building belonging is anchored in a strong set of beliefs that inspire the culture we are building at Engro Fertilizers, and the world we want to create. We believe in embracing people's differences, valuing every voice, building tools that create more inclusive workplaces, advocating for the change we want to see, and using our platform to amplify the voices of DE&I experts and innovators.

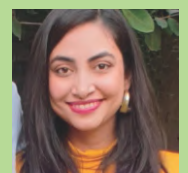
Engro Fertilizers has always been at the forefront of cultivating diversity and inclusivity in the workplace.



Ahsan Zafar Syed
CEO



Muhammad Saad Khan
Vice President
Human Resources



Aniya Fatima Naqvi
Diversity Manager

- ▶ We have the **first-ever woman Shift Engineer at Base Plant**, who has taken over an independent shift at the Ammonia-2 unit.
- ▶ Additionally, **17 women** have been hired as **Trade Apprentices**, which is an exponential increase **from last year**. The TAs have been placed in a very challenging environment and are thriving in roles that were formerly not considered viable professions for women.
- ▶ It is a source of great pride for us to witness a cultural shift in the **Core Engineering Department**, and it is this kind of development that sets a trend for the future, creating countless role models for aspiring **women engineers**.



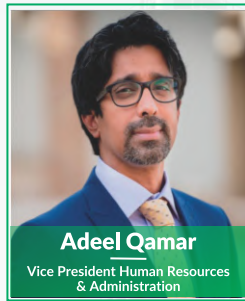
- ▶ Despite **women being 12% of the engineering graduates in our country**, we still see a very small number of women engineers. **Therefore, the fact that 33% of the new Graduate Trainee Engineers (GTEs) population** hired this year are **women** is evidence of Engro Fertilizers making tremendous strides in cultivating diversity.
- ▶ We have also made history by hiring women in roles traditionally occupied by men, with our first ever woman Area Sales Manager, and multiple women hired as Market Development Support Officers at Zonal Offices.
- ▶ **Women Warehouse Coordinators** are also managing our day-to-day warehouse operations with many female warehousing in-charges, successfully taking over roles that no one would have expected them to occupy a few years ago.

Apart from being recognized as the **Most inclusive Organization of Pakistan** at the Global Diversity, Equity, Inclusion Benchmarks (**GDEIB**) awards 2021, where the company received awards in all the 10 categories it had applied for, our commitment to empowering **and elevating women** received **international recognition**. Engro Fertilizers was awarded the **1st Runner-Up Award at the prestigious UN Women 2021 Asia-Pacific WEPs Awards in the Leadership Development category** and won 3rd position in the Employer Choice - Gender Diversity Awards 2021.





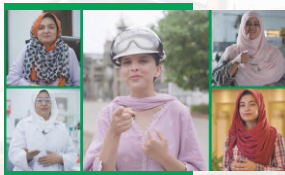
engro polymer & chemicals



Engro Polymer & Chemicals Limited, is a large private enterprise which was established in 1997 and since then it has been the only manufacturer of PVC resin in Pakistan. The enterprise is committed to maintaining high levels of ethics, safety, and environmental responsibility. EPCL has over 700 employees and includes female representation on its board of directors.



The group observes some of the best practices and programs when it comes to gender inclusivity as this include female-specific onboarding programs so more females can be consciously part of the organization's workforce for confidence building.



EPCL prioritizes overcoming bias to deliberate inclusion through its 'Diversity Intelligent Leaders Program & Harassment Awareness'. This improves employee performance since further engagement is added and recognition of employee talent is spotlighted creating more room for emergence of female leadership and confidence.

The enterprise also offers guest house for outstation trainees. Another important aspect that the enterprise focuses on is breaking the glass ceiling which includes a program specifically designed to coach women for upcoming growth opportunities. 21 females were taken through this coaching journey, which was one on one as well as on many, with specific leadership modules.

The enterprise further focuses on its Apprenticeship in Action program where an increased percentage of female representation is encouraged through the GTE/TA/TAE. The current batch of GTEs/TAs/TAEs have increased their ratio to 50% enrollment whereas GTEs have a ratio of 37% showcasing the increased number



of female representations in the organization's participation. Organization is collaborating with industry and academia to give out scholarships to engineering students to encourage more females in STEM.

Moreover, EPCL in future is planning to offer bereavement leaves and six months of flexible hours post-childbirth for female employees, it is approved by the BoD and now the policy is to be drafted and rolled out. Financial independency is encouraged and hence advice for females regarding it is also prioritized in the organization.

The importance of female hygiene is highlighted by the installment of 'Go Vendi machines' for providing necessary products for females. EPCL conducts awareness sessions on breast cancer, PCOS, diabetes and menopause to ensure focus on mental and physical health not only as corporate obligation but as a part of social responsibility.



EPCL provides day care allowance for children of employees, and they can also use the Day care at the Harbour Front Office, to manage work and family responsibility.

A returner-ship program under the name of 'Break ke Baad' focusing on female returning to work was initiated last year. And it had a ratio of 80% females being confirmed on regular positions.

A very specified lean-On campaign which focuses on male colleagues to pass on opportunities to their female colleagues to balance out any gender gap that may exist is addressed.

Initiatives such as these have marked EPCL as a benchmark enterprise in terms of women inclusiveness in their workforce and best practices.



Bank Alfalah

The Way Forward

At Bank Alfalah, we aspire to become **an employer of choice** by creating a conducive environment where people are valued and respected.

The focus on Culture is evident because it is strategically placed as a central pillar of Bank Alfalah's 5-year strategy. We believe in diversity of ideas and highly encourage employees to innovate, which is an integral part of the organization's vision to inspire and empower people to do things differently and shape their own paths in life and business.

Bank Alfalah is leading DEI in the sector

DEI practices are well integrated with our processes. We ensure the following while strategizing our programs:

- Have an impact on Bank Alfalah's strategic touchpoints
- Are paired with meaningful learning activities
- Have a direct and positive impact on creating a safe and conducive work environment
- Are communicated via appropriate channels



Faisal Farooq Khan
CHRO



Rehan Naeem
Diversity Manager



Fatima Tauseef
Unit Head DEI



Fatima Dossani
AM DEI

Women Participation in Workforce

We actively strive to cater to female employees through the benefits and programs that Bank Alfalah offers:

Working mothers

- ▶ Maternity policy, 6 months of paid maternity leave
- ▶ Maternity Insurance Coverage
- ▶ Childcare allowance
- ▶ Stay-in-touch Program, to stay connected with women during and after maternity leaves
- ▶ Flexible hours
- ▶ Employee loans

Progression in the workplace

- ▶ **Maternity cover** – Learning opportunity for colleagues to build on their skillset by filling in as a backfill for women away on maternity leaves.
- ▶ **Sponsorship program** – It is designed to provide support and guidance for women to advance in their careers.

- **Leadership development** – A program based on inclusivity where senior leadership at the bank is trained on how to develop high-impact teams.
- **SHELead** – A soft skills program for women starting their careers.
- **Women-specific batch hiring** – Induct women for identified roles.
- **Elevation and transfer** – All processes have a gender lens to ensure there is a conscious effort to develop high performing women within the organization.
- **E-Learning** – An extensive library of soft skills e-learning and courses is accessible for all colleagues.
- **Culturally diverse workforce** – We welcome applicants for MT Batches from all Universities across Pakistan and from all educational backgrounds.

Inclusion at Workplace

- Banking on Equality Policy.
- Iddat Leave – 130 Days paid leaves.
- Policy for fair treatment of employees – Anti-Harassment policy, grievance handling policy and whistle-blowing policy.
- Welcome back program – Returnship program for women who have taken a career break.
- Engagement Sessions – Frequently engage women to gain insights and stay connected.
- Observing DEI events – Women's Day, breast cancer awareness month, mental health awareness, international day of PWD's, world inclusion day, children's day, and so on.
- DEI Council – Comprises Bank Alfalah's senior DEI advocates, who frequently meet to review DEI targets and progress.
- Women Champions – Champions are available at customer touchpoints to facilitate women customers.

- ▶ Internship drive for PWD's.
- ▶ Accessible model branches for PWD's.
- ▶ Specialized products designed for inclusivity.
- ▶ Priority pass for senior citizens and with special needs.
- ▶ Celebrating all religious festivals.
- ▶ Monetary support for employees impacted during the 2022 floods.





Muhammad Amir

CEO



Wajid Ali

Head HR



Abdul Khaliq

Head Talent & OD

HBL MfB's Diversity, Equity and Inclusion Journey

HBL Microfinance Bank, strives to place itself at the forefront of the DEI agenda. HBL MfB has been working in alignment with State Bank of Pakistan's circulars, particularly on gender and equity. In 2020, HBL MfB formulated a Diversity Council which is mandated to drive HBL MfB's gender diversity strategy. BoDs and top leadership are truly invested in DEI and set forth yearly Diversity Agenda to have a more diverse workforce. The bank improved its diversity ratio from **15.17% to 17.49%** through dedicated efforts of its leadership. Also, field level leadership positions are assigned diversity targets and they are part of their yearly KPIs. Over the past few years, we have consciously focused on creating an inclusive and people centric culture, where everyone feels valued and receives equitable treatment.

International Women's Day is celebrated every year at HBL MfB in an attempt to acknowledge and appreciate our women employees' roles in creating a workplace that is empowering, equal and inclusive. This year around, male colleagues were also made part of the celebrations with the aim to



create real workplace inclusion and take a collective action against bias as they are vital part of the equation.

Gender & PWD Sensitization Drive was initiated in which multiple sessions were delivered to employees with the aim to raise awareness on gender dynamics, develop well-rounded comprehension of genders' diverse perspectives and challenge stereotypes.



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

Women of HBL MfB – “Symbol of Respect & Power” is a female focused awareness session drive to unwind the true female potential as a professional. It is a dedicated capability program for field level female staff members with the aim to give them a platform to share their inspirational stories.



We launched another flagship program **“Reboot”** which is a return ship initiative for stay-at-home women and aims to provide them with an opportunity for swift transition back to work.

We have also identified **Women Champions** at **100% locations** with back-ups. **#248** identified Women Champions were trained on Gender sensitization, duties, KPIs of Women Champions and workplace harassment.

To ensure our commitment is fulfilled, a multitude of initiatives were taken:

- **Cultural Diversity Week** was celebrated with different activities – Employees pan Bank attended office in their cultural attire and shared pictures, a fun diversity art activity held at Head Office level to celebrate everyone's uniqueness.
- Cultural and Religious events were held for more inclusivity such as; Ramadan and Eid-ul-Fitr Campaign.
- **Women's Club:** A dedicated group focused on female's emotional, mental and physical well-being with various initiatives such as wellness meet-ups, mentoring and coaching, career support, maternity benefits to name a few.
- To nurture a supportive work environment for our female staff, extended the **Maternity Leave from 90 days to 120 days**.
- Furthermore, we celebrate national and international days in a bid to promote diversity, equity and inclusion.





Dunya Ko Bataa Do

Harnessing the Power of Belongingness



Inclusion is at the heart of everything we do at Jazz. Jazz aims to **improve the lives and livelihood of women in Pakistan through the use of technology**. Jazz launched its DE&I Strategy **“Power to Be You”**, that represents our focus on making everyone feel belonged, while creating an **inclusive, accessible and empowered** digital society. In doing so, we focus our DEI practices on three strategic pillars: Our **People, Business, and Community**.

Jazz has impressive 31% women representation in the executive leadership which shows its commitment and leadership support to advance women in their career. However, we are keenly aware that building a solid inclusive leadership pipeline and ensuring a gender balanced representation at all levels of hierarchy goes beyond the representation at executive and board level.

Women who have to take a break in their career due to primary care responsibilities face difficulties in getting back to their career. Jazz launched **She’s Back**, 6 months return ship program for women in January 2022 to create easier back-to-work opportunity for women with a career break of 1.5 years or more. To date, 65% of women got successfully placed into permanent roles within Jazz. This year Jazz has been chosen as the **Regional Winner of the UN Women 2022 Asia-Pacific WEPs Awards** in the Gender-inclusive Workplace category. Jazz participated first time and was selected among the 500 applicants from 19 countries.

To get everyone along on this journey, the company also crafted training courses to raise awareness on the importance of gender equality. Unconscious Bias was the first set of training offered to all employees through internal DE&I experts followed by a series of gender intelligence trainings. Jazz has also launched an internal dialogue program, Integrated Diversity Dialogue Program (IDDP) to include all members into dialogue to develop a safe and inclusive workplace for all. Jazz introduced many learning programs for women of Jazz:



Phoenix, a yearlong program covering essential skills is delivered through e-learning platform powered by Degreed offering learning materials from LinkedIn Learning, Harvard and internally developed content supported by coaching from senior leaders. Among these is a hall mark program **Empower**, designed in partnership with **LUMS Rausing Experience Center**,

to provide women leaders with necessary leadership skills for not only women within the organization but Jazz has also announced 25 scholarships for women outside Jazz as well. Jazz has recently introduced its unique industry-first Phase-Back program for new mothers. The program is called **MOMentum**, which provides six months phase back support to all returning mothers post maternity. Under this program, returning mother can work completely from home with lesser workload and lesser work time during the first three months of return. In the next three months they can decide their work pattern and work load with their line managers.



Aamir Ibrahim
Chief Executive Officer



Sabahat Bokhari
Director Diversity & Inclusion

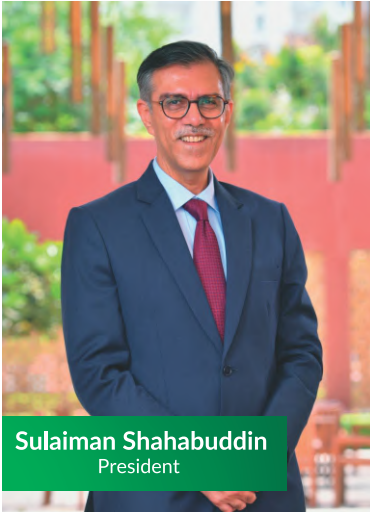
Jazz has an internal mechanism to listen, learn and design, under which we conduct the regular sessions with our employees and design the interventions based on their feedback.

Through Jazz’s continued efforts in developing inclusive culture, internal communication, training, and utilization of technology for flexible work options, the company is confident in achieving their desired ratio over the coming years.





THE AGA KHAN UNIVERSITY



Sulaiman Shahabuddin
President

Pluralism and Inclusion at the Aga Khan University

The Aga Khan University is embedded on the principles of pluralism. Pluralism is defined as the co-existence, within a nation or society, of groups distinctive in ethnic origin, cultural patterns, belief & value system, and religion. Conscious effort is required by individuals, communities, societies and nations to preserve the plurality within the society in which we live. Pluralism means peoples of diverse backgrounds and interests, coming together in organisations of varying types and goals, for different kinds and forms of creative expression, which are valuable and deserving of support by government and society as a whole. It is this philosophy that inculcates the notions of Diversity, Equity, and Inclusion in the DNA of the Aga Khan University.

Our inclusive practices and concentrated efforts to cater to our diverse mixes at the Institution as well as the society at large includes a range of policies, programmes and sustainability initiatives.



Navroz Surani
VP-HR



Maliha Murtaza Khan
Diversity Manager-Director
Learning & Organizational
Development

We have a range of policies and benefits to promote gender equality and inclusiveness including policy of Equal Employment Opportunity, maintaining gender ratios in our hiring practices, benefits to help our female staff excel at both their professional and personal domains as well as facilities including Early Childhood Education and Development Centre (ECED) – an inhouse day care facility, BASIC – an inhouse grocery hub, Sports and Rehabilitation Centre (SRC) – an inhouse sports facility for staff and their families including facilities and activities for both males, females, and children. The University has extensive programmes reaching out to the society at large working specifically towards the UN SDGs for women and child health, environment to name a few.

These include The Centre of Excellence in Women and Child Health which builds on the vision of the Chancellor of the Aga Khan University, to strengthen in maternal and child health.

Another such programme is The Institute for Global Health and Development (IGHD). The Institute for Global Health and Development is an interdisciplinary, research-intensive initiative of the Aga Khan University to tackle major global health and development challenges, including the accomplishment of Sustainable Development Goals and the Paris Agreement on Climate Change. Through the partnerships with sister agencies in the Aga Khan Development Network (AKDN) and beyond, the Institute advances AKU's health sciences leadership in LMICs of Asia and Africa to develop cross-sectoral solutions and coordinated programs to overcome the growing health and health-related challenges. The Institute is also the host to Sustainable Development Solutions Network, Pakistan (SDSN-PK), a national node of a global initiative of United Nations that promotes integrated approaches to implement Sustainable Development Goals and the Paris Agreement on Climate Change.

His Highness The Aga Khan, who in his historic speech at the first AKU convocation in March 1989, stated:

"First, the University will build on its strengths in maternal and child health. Its research into problems which strike the most vulnerable of God's people, is carrying it toward the goal I have as Chancellor: that the Aga Khan University should be one of the world resources in health problems of mothers and children, and that its work on these problems will be on the frontiers of knowledge."



We at AKU encourage individuality. Our commitment to diversity and inclusion fuels the culture of creativity. We celebrate our people and their distinct backgrounds and skillset. Aga Khan University is a firm believer of the fact that we value difference. Our accelerated approach to fostering a diverse and inclusive working environment has been acknowledged on multiple platforms.



Soneri Bank

Soneri Bank values diversity and inclusion as its driving force to become the employer of choice. Since last 2 years, the organization has made conscious efforts in recruiting employees from diverse backgrounds and has automated the recruitment system to ensure transparency. Soneri Bank firmly believes in creating an enabling environment where women can work comfortably and confidently at all levels.

Our HR policies aim to promote an environment where the staff feels respected, valued, driven, and fairly treated. Our leaders are the role models, showcasing the right behaviors to create an enabling culture. Ingrained in our structure, we strive to improve the quality of life for the communities and customers we serve.



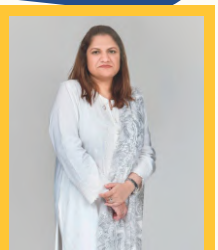
Muhtashim Ahmad Ashai
President & CEO



Amin A. Feerasta
Deputy CEO



Muhammad Merajuddin Ahmed
Head of HR, Legal & General Services



Saman Abbasi
Head L&D & Chief Diversity Officer

Soneri Bank is committed to provide financial solutions to entire Pakistan with its network of over 360 branches, both conventional and Islamic. We aim to provide ease of access in the most distant corners of the country, specially to the unbanked masses staying true to our brand promise of being **'Roshan Har Qadam'**.

We partnered with SBP for the National Financial Literacy Program, to promote financial literacy and close the gender gap in financial inclusion by maintaining a female participation ratio above 50% year on year. The account conversion ratio has remained over 90% for past 2 years.

The Bank once again partnered with Shaukat Khanum Memorial Hospital this October for informative sessions in major cities directed at disseminating awareness about the prevention, symptoms, and treatment of Breast Cancer among employees.

Gender equality remains a priority for us to ensure that we live in an environment free of discrimination. This year we celebrated the inspirational Women of Soneri Bank. We shared inspiring stories of our female colleagues who have been able to **#BreaktheBias** and have risen beyond boundaries. We already had female representation on our Board and this year, a female colleague has risen up from within the organization and reached the highest level of senior management and is a part of the Bank's Management Committee. We are continuously striving to bring more females to senior roles. We have improved our maternity leave, we have onboarded daycare centers across Karachi and Lahore to facilitate our staff. The Bank invested in a Learning Management System (LMS), this LMS will allow staff the flexibility to undergo trainings at their available time and preferred place through mobile apps. This is in line with our aim to support our differently abled staff who can conveniently access the elearning modules from their homes and workstations.

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



This year, on International Womens day, we launched **Parvaaz** - Soneri Bank's Women Development and Sponsorship Program. To ensure that we are headed in the right direction, we acquired support from Industry expert and Leadership coach who worked with us to ensure that the Parvaaz is high and smooth. the Parvaaz Classroom sessions, a mentorship program has also started for Soneri Bank's Female high potential talent to enable them to reach their career aspirations.

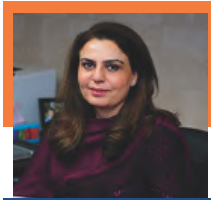


The Learning & Development Team has also been conducting Gender Sensitivity and Workplace Harassment sessions for a very long time. We also signed an MoU with **ConnectHear** who is supporting us with conducting PWD sensitivity trainings and training our staff for sign language to support our PWD customers.

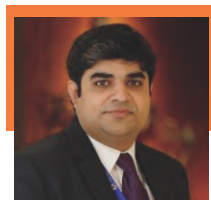




Aizid Razzaq Gill
CEO



Saira Shahid Hussain
CHRO



Ali Ashraf
Divisional Head HR

At ABL, our prime focus is to create an equitable and inclusive environment by respecting and valuing employees in terms of gender, age, disability, ethnicity, religion, education, and sexual orientation. The vision of the Management is to have aligned **Gender Diversity Equity & Inclusion benchmarks** within the current and future structure of the bank.

At Allied Bank, DEI lens is applied at all stages of training planning, delivery and evaluation. Onboarding of employees starts with comprehensive training on code of ethics, anti-harassment, diversity, gender equality, Inclusion and is continuously reinforced through refreshers. Allied Bank has for the first time this year recruited **Allied Khanum Teller Batch**. This batch consisted of **400 female tellers**. The sole purpose of this batch was to support and provide career growth opportunities to our females. Allied Bank has **surpassed industry expectations regarding gender inclusion** and while the SBP has only recently issued the Banking Equity Policy, with a framework consisting of increasing female representation within the industry, Allied Bank activated its **Strategic Rolling Plan in 2015**. **We are pleased to inform that ABL has achieved 20% female gender ratio in the year 2022**. A bird's eye view over female representation in the executive management within the banking industry shows Allied Bank to be the **first bank to have a female member as Chief of function, who was appointed in 2017**. Currently, approximately **5% of Group Heads** consist of females and the **Board of Directors stands with a female ratio of 12.5%**. At direct **customer interaction points** across Pakistan, **females hold 20% of total positions**. In managerial and senior roles, the Bank holds significantly progressive figures, with **6.25% representation of females amongst Chiefs, 4.92% within Group Heads, 7.41% within Divisional Heads, 8.28% within Unit Heads, 9.19% within Managers and a staggering 24.28% segment of females amongst Associate Managers**. ABL flagship **Management Trainee Program (MTO)** has the highest female-to-male hiring ratio (**25% for the Batch of 2021**). Under this program, the bank extracts fresh talent from all across the country through extensive marketing and fair evaluations. Within the Trainee Program, Allied Bank not only offers experience in the core banking field but allows for opportunity within multiple fields of the bank.

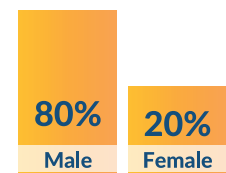
Allied Leadership Talent Pipeline (ALTP) was developed in 2019. The initiative has been designed with the vision to **nurture talent and inculcate leadership skills** within them, through **extensive trainings**. Women Leadership program was introduced this year to equip middle-level management females from grade MG 7 to MG 5 with unique leadership skills imperative for communication, negotiation and gaining the confidence needed to become future leaders. These employees then form various project-based agile teams to see and nurture whole projects independently under the guidance of Board. Few Agile Teams working currently are as under:

- PWDs working Group
- CRM Project Team
- Gender Diversity & Inclusion Team



ABL offered paid internships leading to job to 30 PWDs countrywide in order to encourage them to earn respectable livelihoods for themselves and their families. Special awareness sessions related to 'Pink Ribbon'/'Pinktober' were conducted for our female employees. In addition to this, female employees were also facilitated to undergo mammography scans at Bank's expense pan Pakistan. Employees' well-being and mental health is of paramount significance to us. To counter the post-pandemic stress, multiple training sessions and wellness programs were arranged.

Gender Ratio in ABL



Furthermore, Human Resource Group has conducted a **comprehensive training** for all employees to interact with **Persons with Different Abilities (PWD)**. The curriculum is designed such as to explain the meaning and reasons of PWD, general guidelines to serve PWD, **priority services** to PWD, **sign language communication** with deaf persons and guidelines to deal with **visually impaired/blind persons**.

DEI at HRSG



From its conception 30 years ago, HRSG has held on strongly to its objective of cultivating a culture of DEI. One of our core beliefs at HRSG is that true learning comes when we push ourselves outside of our comfort zones and engage with individuals from a multitude of backgrounds. Therefore, we at HRSG make a conscious effort to celebrate diversity and inclusiveness across all aspects such as age, especially abled, ethnicity, gender, language, religion, sexual orientation, ad socio economic status, amongst others.

At HRSG our people are our biggest asset and together form the building blocks of our DNA - that is our culture. We take pride in ensuring that our people are provided a conducive

working environment whilst also ensuring they are provided ample downtime via various engagement activities such as celebrating religious holidays, festivals, and various red-letter days. Also, we at HRSG enable and empower our people to grow within the organization by providing them with various platforms and opportunities which add to their learning curve. A noteworthy example includes an individual who started in our security team and is now a senior team member of our software team.

Our efforts are led by example. Male colleagues are encouraged to actively support gender DEI by becoming agents of change, an example set by our late founder, Mr. Syed Ali Azhar's participation in Male Champions of Change (MCC). Mr. Azhar created a culture of being transparent, free of negativity, and open communication. This has created a culture of supporting women which includes providing working mothers at HRSG with a nanny allowance, allowing them to continue working while their child is taken care of at home.



Hasan Azhar
Group Chief Executive Officer



Sadaf Hatif
Chief Executive Officer



Faiza Tariq Qureshi
Group Head of People & Culture



Talha Abbasi
Manager - HRBP

25%

identify as women, and

33%

junior management level

Our goal is to increase this percentage to 35% across all levels by 2025. Alongside the gender distribution, we have reduced the gender pay gap from 20% in 2020 to 8% in 2022 and will continue to strive till we achieve parity at all levels.

To ensure our DEI goals are met, we have partnered with organizations for skilled and unskilled recruiting. The organizations include Saylani, The Hunar Foundation, AmanTech, and Memon Industrial and Technical Institute. Further, we are adamant to strike a gender balance in our workforce. Currently 25% of our directors identify as women, and 33% from junior management level. Our goal is to increase this percentage to 35% across all levels by 2025. Alongside the gender distribution, we have reduced the gender pay gap from 20% in 2020 to 8% in 2022 and will continue to strive till we achieve parity at all levels.

HRSG being an equal opportunity employer, we celebrate different cultures and religions, provide special leaves, and use local languages in our public communications. We make sure everyone has the same privileges to employee assistance services such as tax filing, digital healthcare, and promote equity in the workplace by providing specially-abled persons with the technology they need to be at par with their colleagues.



We believe there is no reason anyone should be left behind, which is why we have previously partnered with organizations such as NOWPDP, taking part in their campaign titled "100 Days' 100 Lives" where individuals were placed at HRSG for mentoring. Both individuals sent to us were hired as permanent employees and remain valuable members of our team.



Ghias Khan | President & CEO

Diversity, Equity & Inclusion Leaders Program

As part of the DE&I agenda, Engro Corporation has rolled out a **Diversity, Equity & Inclusion Leaders Program** across the Group. This program is aimed at equipping employees across all levels of the organization to become DE&I advocates to further build an inclusive culture at Engro. The **DE&I Leaders Program** encapsulates various forms of exclusionary and discriminatory behaviors at the workplace and their adverse impact on the productivity of an organization.

The Diversity, Equity & Inclusion Leaders Program was designed on a sustainable model of developing in-house volunteer trainers as **DE&I Ambassadors**. More than one hundred employees volunteered to be DE&I Ambassadors at Engro and underwent a holistic three-day **DE&I Ambassador Train-the-Trainer Program**, in collaboration with an external training and consulting firm, on comprehensive and customized sensitization training. As the next leg of the program, the certified DE&I Ambassadors will roll-out the program across all Engro sites.



Rizwan Masood Raja
Chief People Officer

The DE&I Leaders Program

primarily revolved around the following areas:



► Developing **awareness** among participants to facilitate attitudinal shifts and “conscious inclusion” in teams to further build their understanding of DE&I.



Arshia Ahmad Saqib
Vice President Talent & Culture

► Building **acceptance** by providing an overview of inclusive communication skills that are necessary for high-performing teams.



Through interventions like the Diversity, **Equity & Inclusion Leaders Program**, Engro reiterates its agenda of fostering a conducive environment for all its employees and encouraging employees to take meaningful action that drives a sustainable cultural change at Engro.

► Creating DE&I Ambassadors for **advocacy** on gender diversity for a sustainable culture of inclusiveness and fair workplace practices.

► Understanding of harassment for building **safe** spaces for everyone.





Fatima Asad-Said
CEO

Introduction

Founded in 1987, Abacus pioneered the business transformation services industry in Pakistan. Abacus is an equal opportunity employer that offers careers to the most suitable candidate regardless of color, creed, ethnicity, or gender. Hiring managers are given periodic training sessions on how to avoid biases in the recruitment and selection of the right candidates. We have transformed our HRIS through the implementation of SAP Success Factors which is a cloud-based HCM software application that supports our Employee Life Cycle starting from Recruitment to Onboarding the candidates, to Goals and Performance Management, Compensation, and Learning Management System.



Maria Safdar
Head of Corporate HR

Inclusive Leadership Development

We have instituted Abacus Four Leadership Imperatives (A4LI) which is a Behavioural Competency Framework that supports and gauges the candidates during our selection process. The framework is also then used to design and deliver Talent Management Programs.



Sehar Ali
Assistant Manager Talent Management

DEI Strategy

Abacus Board has given the CEO and Head of Corporate HR a mandate to ensure that DEI Strategy and all the HR initiatives are focused on giving equal opportunities to diverse workforce. We have consistently maintained 31% Female-to-69% Male workforce gender diversity. Our diverse workforce represents 70% Millennials, 14% GenZ, and 11% GenX.

We ensure that our Compensation & Rewards are benchmarked with industry best practices by using Mercer Total Remuneration Survey benchmarks.

We believe in the power of data and talent analytics that will shape our learning and performance culture. We take stock of our employee's feedback on annual basis through a partnership with Mercer for Employee Engagement Survey to ensure impartial and unbiased survey findings. The EES findings are then presented to the Board and our top leadership in an annual Board meeting to give them a comprehensive overview of 12 HR Dimensions on which the survey is designed. Our Employee Engagement Index is well above industry average of 51% in 2021-22.

A comprehensive program we introduced was around the Code of Conduct, Preventing Sexual Harassment and Workplace Bullying, Information Security & Data Protection and Whistle Blowing and Know-your-Product & Services. In this regard, we launched a month-long **"Know-Your-Policies-Awareness & Action Campaign"**.

We introduced Abacus Anywhere Policy that encourages remote working for every staff member and it also provides flexible working hours to women in their different life cycles.

Abacus initiated the conversations among our employees around Dignity and Respect at Workplace during International Women Day 2022 where we asked them to write appreciation cards for their male and female counterparts at the workplace acknowledging their values, strengths and achievement.

The corporate HR department also conducted various sessions on **"Addressing Unconscious Bias"** one of which was led by the CEO Fatima Asad-Said on International Women's Day 2022.

Abacus has zero-tolerance policy of Sexual Harassment and Bullying at workplace. We celebrate our deep connections with our people through regular birthday greetings and religious occasions such as Christmas, Easter, Diwali, Eid etc.

Chughtai Healthcare Pink Card was offered to all our female staff members. This card also covers 5 Family members. In the second phase, this benefit will extend to all our male staff members for their families

Emerging Leaders Program

Keeping our commitments alive we have launched **Futurist - Abacus Emerging Leaders Program**. What makes this program unique is that it offers a comprehensive 7-Month learning journey designed & delivered by leadership development and coaching experts. This is a blended learning program that is offered through one of our global learning partners LinkedIn Learning Hub.

Our Core Values

- Accountable
- Open
- Team Players
- Courteous
- Learners
- Bold





Hatem Bamatraf
Group CEO



Shoab Baig
Group Chief People Officer



Hina Tasleem
Group VP (Culture Transformation)

DEI is an integral pillar of the organizational culture at PTCL Group. Our mission is to be the No.1 player in the Pakistani market, and we do realize that this is not attainable without a sustainable culture. Therefore, a dedicated team is working to drive the diversity and inclusion agenda under the function of Culture Transformation. We have developed a sound D&I policy that strives to create a more inclusive environment for women and other diverse groups working at the company. More recently, a Diversity, Equity and Inclusion (DEI) council was established to provide strategic governance and oversight of the rollout and operation of the Group's DEI strategy. Our focus on gender diversity is reflected in every recruitment decision we take to ensure that historically underrepresented groups are a part of the candidate pool that we tap to hire. Led by our leadership team, our approach is holistic as it empowers women working in the organization, with special emphasis on putting female talent into succession plans of senior roles in the organization enabling them to pursue their desired goals. Moreover, all of the female staff at the company are a part of an exclusive club, **The Pink Club**. This year the club launched several context-driven campaigns, including recognition of women in STEM fields and breaking the biases by equally involving our male counterparts in conversations to empower and develop women at the company. We have a multitude of female-centric policies including paid maternity leave followed by flexible working schedules for all new mothers. We have an in-house Day Care facility at PTCL Head Office so new mothers can bring their children to work without having to worry about childminding services. Women working at the company are eligible for exclusive company transport and females with cars enjoy priority-parking services as well. Apart from this, female staff also enjoys a special quota in the annual Hajj ballot sponsored by the company.

Recently, the Group signed an agreement with the Network of Organizations Working for PWD's Pakistan (NOWPDP) and Deaftawk to launch the 3rd cohort of our flagship internship program for persons with disabilities, **Justuju**. For the 3rd cohort, the program duration has been extended from six weeks to six months with two months of soft skills training and four months of on-the-job training to allow extended mentorship and learning for professional success. Focusing on building a workplace where every employee can feel valued while fostering a corporate culture that keeps DEI close to its heart.

Being one of the leading telecom and ICT services providers in Pakistan, we have signed an agreement with Pakistan Telecom Authority (PTA) to reduce the digital gender gap in Pakistan via initiatives related to accessibility, affordability, and digital skills under 'Connected Pakistan: Accelerating Gender Inclusion in ICTs - Shaping Digital Futures'. In this direction, we have entered into a strategic partnership with Pakistan Poverty Alleviation Fund (PPAF) to foster digital and economic inclusion of women entrepreneurs in the country through training and enhancing their access to digital and financial tools and opportunities for their economic growth.

Ufone 4G has committed to the global association of telecom operators, GSMA, to significantly expand its women customer base by the year 2025. Through this commitment with GSMA, we aim to bring high-speed connectivity to 15% more Pakistani women and enhance their participation in the mainstream socio-economic system.



NBP has a dedicated Inclusion, Innovation and Capacity Building Division as well as a CSR and Sustainability Division. These divisions are responsible for program designing, monitoring, and partnership creation for financial inclusion and corporate social responsibility. We have engaged over 2,000 women entrepreneurs, students and youth across the country through webinars, awareness workshops, financial literacy sessions, conferences, roadshow, and boot camps that helped increase their business acumen through networking and exploring business opportunities. Further, NBP has selected and designated 50 Women Champions from the Bank in line with the SBP Banking on Equality Policy.



Rehmat Ali Hasnie
President (Acting)



NBP has donated to Family Educational Services Foundation for:



1 Setting up new Higher Education Wing named as "The NBP Higher Education Wing" at the deaf Reach Campus in Rashidabad, Tando Allah Yar, which will meet the need for higher education of deaf students in lower Sindh.

2 Scholarship of 100 deaf students for a year to encourage them to continue their education. NBP also believes to support the other communities living in Pakistan and in this regard gave donation to Pakistan Hindu Council to provide uniforms for 1200 underprivileged students in province of Sindh. NBP has sponsored Deaf Reach Golf Tournament to provide support to deaf education. NBP has sponsored Pakistan Blind Cricket Council for their Blind Cricket Tournaments nationally as well as internationally.

NBP has a dedicated Inclusion, Innovation and Capacity Building Division as well as a CSR and Sustainability Division. These divisions are responsible for program designing, monitoring, and partnership creation for financial inclusion and corporate social responsibility. We have engaged over 2,000 women entrepreneurs, students and youth across the country through webinars, awareness workshops, financial literacy sessions, conferences, roadshow, and boot camps that helped increase their business acumen through networking and exploring business opportunities. Further, NBP has selected and designated 50 Women Champions from the Bank in line with the SBP Banking on Equality Policy.

At NBP Human Resources, cultural diversity and inclusion training is an important and effective way to promote understanding and awareness. At NBP we have following learning interventions both internally and externally:

- Specialized training programs for Gender Sensitization and PWDs.
- There are 253 Women Champions (both male & female) who are touchpoints for interacting with women clients visiting branches.
- National Financial Literacy Program for unbanked and underprivileged groups of society In Fiscal Year 2021 - 22, 9745 individuals were trained under this program; out of which 8000+ were women from less privileged backgrounds.
- Achieving Excellence for Women, which is focused on women's empowerment and dealing with sexual harassment at workplace.
- Specialized program on Managerial Excellence for women executives
- Stress Management/ Emotional Intelligence/ Mental Health awareness/ Work Life balance programs.
- Awareness session by Federal Ombudsman for Protection Against Harassment (FOSPAH).

Furthermore, International Women's Day is celebrated at NBP across the board, awareness sessions for PINKtober and specialized awareness sessions are conducted for positive behavioral reinforcement. Resultantly, as per the feedback of staff, these programs have:



Asma Shaikh
CHRO



Hufrih Shroff
Divisional Head - Organization Effectiveness

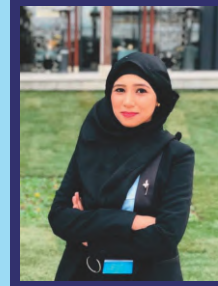
We have recently inducted a Trainee Officer batch in which 62 percent is females and 15 percent Minorities/ underrepresented applicants. NBP being a public sector organization and leading bank of the country, has always been conscious about its social responsibilities. The Bank recently partnered with Purple Tuesday, which is a global social movement and the #1 brand for improving the customer experience for disabled people and their families round the year. Building a diverse and inclusive organization is an ongoing process at NBP, and it is part of our commitment to combat discrimination, racism, injustice, exclusion, and inequality within the organization.



Rashed Rafique
Vice President & General Manager



Noman Javaid
Director People & Organisation



Samia Ali
HR Business Partner



Women on the Move – Solving the Commute Hurdle

Novo Nordisk Pakistan is a role model for many in the local workspace when it comes to providing conducive work environment to its people specially to the women. Initiatives such as extended maternity & paternity leave, flexible working conditions, equal pay, providing voice to under-represented groups etc have made it possible for us to achieve significantly higher diversity numbers in the industry.

Now, Novo Nordisk is as diversified as 21% on gender ratio as compared to industry average of 4%, the growth is mainly driven by our field force, most of our females are contributing as frontline.

Main driver of this achievement is our commitment to provide commute solutions to our female colleagues which comes across as the biggest hurdle in starting a career in Pakistan specially for frontliners.

Female colleagues in Field Sales are eligible for a four-wheel vehicle from the time of joining, this policy is applicable unconditionally. This policy has enabled many families to encourage their daughters, wives, sisters to follow their passion and achieve what they have dreamt for. Females who are working with us today are passionate about what they do and take pride in working for an organisation like Novo Nordisk Pakistan.

This initiative has contributed significantly to attracting female candidates especially in rural areas where public transport network is either not available or not well-integrated. Ambitious and aspiring females from these places are often left helpless and unsupportive by their families because of unobtainability of environment that enables them to unleash their potential in the field of interest.

Novo Nordisk Pakistan realised this gap existent in the society and made a commitment to provide level playing field to everyone to come, compete and shine. Today, we have largest number of female groups who are making their parents, partners and children proud by not just breaking the social stigma to work as frontline contributor but also to work for a cause – Driving Change to defeat diabetes.

“
I didn't get there by wishing for it or hoping for it, but by working for it.”
——— **Estée Lauder**



Novo Nordisk through its people is making an impactful contribution in the society globally, we provide treatment solutions in five disease areas:

Type 1 diabetes

Type 2 diabetes

Obesity

Haemophilia

Growth disorders



Today, one in every 11 people in the world has diabetes, a figure that is projected to rise to one in nine by 2045 if action is not taken.

Diabetes places a great burden on health systems, and we are committed to work with health authorities and other partners in the countries where we operate, to prevent and treat the disease.



Dr. Syed Azizur Rab
Chief Executive Officer



Uzma Hayat Khan
Head of HR & Admin



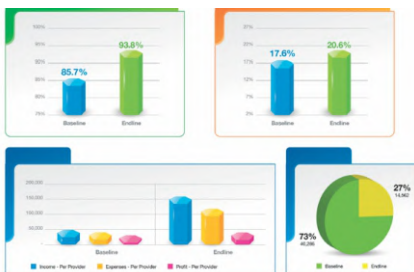
Asra Izhar
Manager Human Resources

Empowering Women through Social Entrepreneurship

With the mission of contributing to the development of Pakistan through Family Planning and Family Health Solutions, Greenstar vividly promotes DEI. Since 1991, Greenstar has been increasing choices and access for the underserved and low income, rural and peri-urban populations to quality modern Family Planning products and services for improving the sexual and reproductive health of people in Pakistan. The organization continues to train its health providers in maternal and child health service provision and chronic diseases like T.B. and HIV. Greenstar has been playing a major role in empowering women not just socially but also economically, enabling them to earn a respectable living utilizing their skills and qualifications. Female Healthcare providers who are running small/home clinics and consultancies in rural and peri-urban areas of Pakistan have constraint resources and low business acumen. Social entrepreneurship has been one of Greenstar's well known efforts to provide these network of service providers and community mobilizers with pathways to their financial sustainability and social empowerment. Through Greenstar's flagship Social Entrepreneurship program, the organization is providing a specialized training program to service providers to upscale their services and elevate their entrepreneurial skills. The program includes modules on business planning, finances, marketing, quality of services, communication skills, personal grooming, and hygiene of clinics. Greenstar is also helping these healthcare providers by ensuring visibility of their clinics through branding and upkeep. The Social Entrepreneurship Model continues to improve the livelihood of local community-based healthcare providers who are a key component in community-based healthcare eco system, continue serving communities with quality services. In a bid to provide additional financial support to these providers, Greenstar is also working on developing pathways between providers and financial institutions for easy grants in shape of small business loans.

In another related initiative supported by German Government through KfW, Greenstar is working on social empowerment of women in healthcare to make their own informed choices about health in Khyber Pakhtunkhwa. The project serves to turn unemployed female healthcare providers such as Doctors, Lady Health Visitors (LHVs), and community youth into self-entrepreneurs, especially in

deep rural areas to improve access to and ensure provision and quality of Reproductive Health (RH), Maternal & Child Health (MCH) services to the community, increasing awareness of the community about the available health and family planning service and regulate the unregulated services and data of private sector into the mainstream departments of health thus promote Public-Private Partnership (PPP). Development of one room clinics for healthcare providers is underway. These clinics will enable unemployed health workers to get back into their profession and generate a reasonable income without having to worry about initial capital required for building a clinic.



Knowledge Management

- Provider entrepreneurship programs assist healthcare providers in understanding and adapting traditional small-scale marketing practices
- Impact shows positive trend in creating to serve family planning clients, developing a positive correlation between a provider's social economic well-being and uptake of FP services along with the positive trend in revenue generation, expense management, and record keeping practices
- Enhancing their ability to improve their economic well-being and personal dignity through opportunity

Project Uraan!

The name says it all, a launch-pad for high flyers! In October 2021, in collaboration with NowPDP, JSBL launched an ambitious initiative to on-board differently abled staff. Our DEI and Talent Acquisition teams drew up a fantastic program where 25 differently abled persons (DAPs) were provided an opportunity to intern with the bank in 7 different departments. Each DAP was assigned a task appropriate to their abilities including, but not limited to, being part of the Talent Acquisition team, Phone Banking, and even Branch Banking.

The intent was to fully assimilate the DAPs and allow them a learning period to familiarize themselves with all the requirements of their assigned job-roles. From the DAPs engaged in the internship program, 22 were selected for onboarding as full-time staff based on their attitude, display of intent, and learning habit. Selection of staff took place as it would have for any able-bodied staff.



The true brilliance of the program however, is in the internship program, which allows the DAPs to learn and assimilate without the performance pressure of a probation period. With the success of the initial phase of our Project Uraan, JSBL is now looking to expand the program country-wide and to as many functions as possible.

The change in attitudes and stereo-types regarding DAPs is palpable! Imagine this: you have been exchanging emails and sending your recruitment requirements to a Talent Acquisition specialist. What a pleasant surprise then, when on a visit to the JSBL Head Office you ask for that particular individual and you find that they are Hearing and Speech Impaired! Now imagine the breaking down of stereo-types and the resulting paradigm shift within you! And further when you see how effortlessly that individual's colleagues communicate with them, perhaps you too would wish to learn some PSL (Pakistani Sign Language). That moment represents progress!

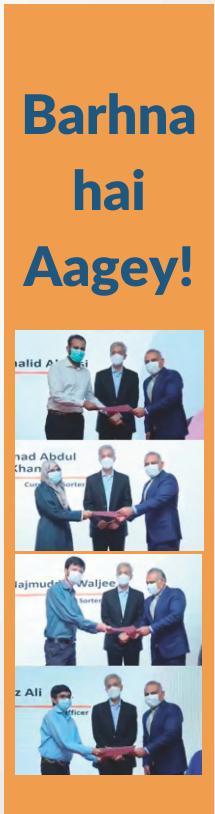
We wish to see DAPs fully assimilated into our work-force, treated with the respect they deserve, allowed to compete for the roles that they are deserving of. It is only when we include all our country's human resources into our efforts that we will progress as a nation. Onwards and upwards!



Basir Shamsie
CEO & President



Zubina Sadick
Head of HR



Hashoo Foundation has been a proud champion of GDEIB initiatives, especially since the joining of Ms Ayesha Khan as Country Director in June 2016. We at HF are in constant pursuit of growing and embracing diversity and inclusion in its various forms, through our endeavors for socio-economic uplift of marginalized communities and by implementing innovative and sustainable development programs.

As a development economist with over 22 years of experience in the sector, Ms. Ayesha Khan has a passionate commitment to social inclusiveness through leveraging knowledge and enhancing skills to enable everyone to participate in their own development.



Ayesha Khan
Country Director



Hashoo Foundation's senior leadership champions the cause of DEI on a 24/7 basis making use of various communication tools. These efforts have led to the sensitization of board members, the senior management, especially the male colleagues, all the department managers and employees in general of both the Foundation and the Hashoo Group. The HF leadership's management practices uphold the DEI values especially by establishing mechanisms that are transparent and allow for regular feedback on DEI practices within the organizational systems. HF ensures accountability of the leadership and the entire organization to its objective of embedding DEI within the organizational culture.

“Organisations cannot prosper unless we value the richness of intellectual capital with a commitment to diversity, inclusion and equity.”

Ayesha Khan

Country Director Hashoo Foundation
Chief Sustainability,
Chief Sustainability Officer, Hashoo Group

In order to promote gender diversity and inclusion of minorities and differently-abled professionals, the HR recruitment process from advertisement to interviews ensures DEI sensitivity. HF leadership is mindful that DEI-sensitive language is equally important as gender participation to bring about the desired change in the organization. The organizational policies, job descriptions, performance appraisals and almost all other documentation attempts to include DEI-sensitive language and values. Furthermore, the Country Director has formalized and updated the Workplace Harassment Act with a comprehensive mechanism to ensure a safe work environment.



Additionally, the senior management of HF regularly undergoes training to develop their DEI competencies. The Country Director also ensures attendance at various trainings and forums to share her learnings with other leaders/managers at HF. Clarity and transparency in the organizational systems and feedback mechanisms facilitate accountability of those in leadership and this is the case in HF, as acknowledged by FAST-NUCES. Moreover, HF is also a strong proponent of promoting women in Pakistan by proactive coaching and mentoring practices to help them integrate into the workforce. HF provides paid maternity leave, flexi-hours, the flexibility of working remotely, day-care facility, accessible offices and transport, and other benefits. The management regularly undergoes training sessions to develop these competencies, this includes communication and management skills, understanding PSEA (Prevention of Sexual Exploitation & Abuse), HF gender policy, code of conduct, strategic planning, entrepreneurial skills, resilience and life skills, conflict management, project management, etc. Externally, HF in its efforts to serve diverse communities and people in an equitable and inclusive manner has been designing innovative projects for greater outreach to the most vulnerable groups. HF activities have a wide outreach across different regions and social groups in the country, such as youth, differently abled, elderly, women, and children from rural and urban areas all over Pakistan.



foodpanda

Taking Employee Wellbeing to New Heights

"Given the magnitude of the pandemic's mental health impact, more HR tech solutions are needed to support an employee's emotional, physical and mental health wellbeing."

— *Jeanne Meister, Managing Partner at Future Workplace*

Approximately one-third of the lifetime of a Pakistani factory worker and office staffer is spent in the workplace. This amount of time can cause a drastic impact on the mental wellbeing of an individual. With employee wellbeing in mind, foodpanda Pakistan launched a 360 degree employee wellbeing program, "pandaCARE" in September 2021 to support its employees well-being.

From providing free mental health services to employees through Saaya Health to hosting weekly online physical fitness sessions, foodpanda offers its employees wellness solutions with technology at their core. The employees of foodpanda enjoy benefits like full access to self-care tools like Headspace and Intellect for the best in mental and physical health care.

The employee wellbeing programs at foodpanda have been designed to leave no one behind. In partnership with Santex Products Limited, foodpanda has installed 8 free hygiene dispensers on all the floors of its offices across the different cities.



foodpanda introduced a hybrid working arrangement for employees to work from home or anywhere in the world. To ensure the best support to working mothers, foodpanda offers 4 months of paid maternity leave with two additional months of flexible working arrangements. A fully-equipped in-house daycare facility is available for foodpanda sheroes in Karachi and they are eligible for a nanny allowance across other cities. Policies launching compassionate leave to rest and recuperate in the event of a miscarriage have also been rolled out. They are also provided a conveyance allowance by foodpanda.

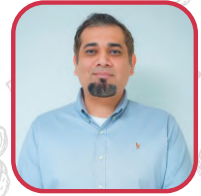
foodpanda launched its pandaCLUB, a dedicated company social network where employees from different cities come together to pursue their passions. Whether it's a shared interest in staying fit and healthy by cycling and trekking, singing and jamming out to their favorite songs, watching the live screening of a T20 Final or even planning a company-wide retreat, collaboration and inclusion are at the heart of the foodpanda community.

foodpanda Pakistan also launched a self-defense workshop for women employees to equip them with risk reducing strategies, maximizing their safety as well as the safety of others. Additionally, driving lessons for female employees have also been introduced. To assist with their health, employees, regardless of their gender, have been invited to attend Breast Cancer Awareness sessions and been provided discount vouchers for mammograms and one-on-one sessions with the best doctors along with physical examination procedures for themselves and their female family members. Throughout the year, free medical camps are also setup for employees. This is another way that foodpanda ensures employees are cared for and feel like a part of the company's core. To ensure social connectivity and to give back to the community, awareness sessions and drives with The Citizen's Foundation were conducted, where employees were encouraged to be mindful of the long-term impact of their contributions to the environment and their surroundings.

Furthermore, to provide employees the platform to voice their opinions and ascertain their diverse ideas, a quarterly pulse check via surveys is conducted on a company-wide level to measure and act upon the quality of every employee's work-life balance.



Muntaqa Peracha
CEO



Suhaib Baluch
Head of People & Organization



Bilal Soomro
Senior Manager Culture & Engagement

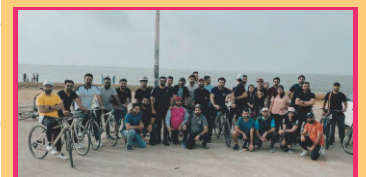


Learn risk-reducing strategies and physical defense techniques through self-defense workshop



Free Online Counseling from Mental Health Professional

Within a year of its launch, pandaCARE has boosted its efforts towards creating a diverse, inclusive, safe, and equitable workplace so that employees are able to remain engaged, productive, and excel in their personal and professional endeavors!





Mohsin Nathani
CEO



Asad Ali
Head HR



Ahmed Shah Durrani
D&I Lead

HABIBMETRO is strongly committed to building a diverse and inclusive workforce and placing itself as an employer of choice for people from all parts of the society.

We strive to attract, hire and retain the best talent particularly from underrepresented groups that include females, employees belonging to different ethnicities, religious minorities and specially abled people.

In our organization, females were making 8% of the total workforce in 2017. We implemented many initiatives to increase this ratio and surpass the target set by SBP for hiring females. Our efforts started all the way from sourcing these females, right up to their development to ensure their growth in the company.

We ensure that we have a diverse panel of employees from underrepresented groups, in each selection stage of our hiring process, of geographical, gender and specially abled groups. Our interviews are conducted in a group setting to reduce potential interview



biases, and our competency-based questions all measure capability only. In order to cater to every applicant, we provide sign language interpreters when needed or video call interviews for females in remote locations where necessary. Our focus remains on inducting more females in senior and leadership roles so that their ability and competence can pave the way for positive changes.

We have recently partnered with IBA and introduced a project-based internship for females in the tech field which enabled us to recruit females in our IT sector. We also rolled out a female-only BBO batch in our Commercial South Branches.

Training, awareness, and women empowerment sessions are conducted, so that employees are sensitized to a diverse work culture. We also have a Female Leadership Forum which is led by 30 Senior female staff members who are responsible for conducting activities and meetings with their respective group of assigned women to help them excel in their career.

Senior and Middle level Management Members are made aware of their roles and responsibilities towards eliminating harassment, while the other staff members are enlightened about their rights and role in improving the environment. These sessions dwell upon the Bank's values especially those of Trust, Respect, and Integrity.

Furthermore, all new staff members are educated about the bank's policy against harassment and discrimination, Code of Conduct, and various management practices, like whistle blowing policy. This is done through the Orientation Session, mandatory for all new inductees.

Capacity development initiatives have been undertaken through Foundation Program on Anti-Sexual Practices to raise awareness about the possible sexual harassment actions and counter measures.

We have a robust D&I policy, such as Maternity Leaves, Iddat leaves and a Gender Mainstreaming Policy. The result of all our efforts and initiatives are that our female diversity ratio is now at 15.6% and has surpassed SBP's target. We have strong trust and belief that our GDEIB journey will continuously evolve across all levels and get stronger to inculcate an equitable and diverse workforce.





Diversity, equity, & inclusion (DEI) initiatives hold immense value at TPL and over the years we have seen their lasting impact on our company's culture. Our DEI initiatives are a way to show our commitment to building a progressive, diverse, and inclusive environment for our employees at all levels.

Earlier, our DEI efforts garnered recognition too by being awarded the prestigious Global Diversity, Equity & Inclusion Benchmarks (GDEIB) Awards 2021, which has motivated us to continue demonstrating our commitment to the DEI agenda through our values, policies, and initiatives.

Our DEI-Friendly Policies & Benefits

- We strongly believe that talent and skill know no bounds. During the past year, we have welcomed talented women back to the workplace. Our **Return-ship Program** offers a way to reskill talented employees and have them rejoin our workforce, regardless of the reason behind their career break.
- Our **Maternity Leave** is for 4 months, and we fully facilitate our employees by extending our support throughout the maternity period. The four months leave is a paid leave and all expenses for delivery are covered by the company on actual.
- At TPL, we put up our best efforts into facilitating working mothers, which is why we have set up a fully equipped **Daycare Centre** at most of our offices and we are dedicated to expanding our day care to all other locations.
- We have a thorough and zero-tolerant **Anti-Harassment Policy** that ensures a safe and respectful environment for all. Our **Workplace Harassment Inquiry Committee** comprising of unbiased members helps ensure fair evaluation of any harassment case if identified.
- Each employee at TPL is treated on merit and we are proud to have women working in leading positions across various departments, thus contributing to our **Women Empowerment Initiatives**.
- For the **Well-being** of our female employees we have collaborated with several healthcare organizations to conduct awareness sessions regarding breast cancer awareness, mental health, and medical testing discounts.
- Our ongoing efforts to implement initiatives for differently-abled individuals have resulted in partnerships with leading NGOs where we employ interns from these institutions each year across TPL. Last year we collaborated with NowPDP and this year we are all set to welcome another cohort of Differently-abled Interns at TPL. With this, we are elated to see the evolution of our workspaces and culture towards inclusivity. Many of the Differently-abled employees have been placed at permanent positions which helps in promoting diversity within the workplace.
- TPL ensures Pay Equity on all levels regardless of gender, ethnicity, or religious values.



As a forward-thinking organization, our aim is to nurture a diverse and inclusive environment by embedding inclusion into all facets of TPL to bring a sense of belonging to our people. Due to this, employees then seem to feel the openness and safety to contribute their ideas, which in turn benefits the business tremendously and helps in retaining the talent. At TPL, we see diversity as a strength and in line with this approach; we are continuously evolving while setting new benchmarks for building an inclusive work culture within the market.



As Pakistan's leading progressive and innovative bank, UBL values and promotes diversity, equality and inclusivity (DEI) across all avenues, be it in its workforce, customer base or society in general.

The Bank is proud of its diverse workforce, a rich mix of individuals of different ethnicities, gender and religions, which is representative of all segments of society and its customers. It is committed to eliminating discrimination, harassment and victimization at the workplace and has a strong reporting mechanism available to ensure everyone feels safe.

UBL creates a level platform for everyone to prosper and through the 'Be You' perspective championed across UBL, employees are encouraged to embrace their individuality and their different views and ideas. It is very clearly communicated that hirings and promotions are based on merit only. To make everyone feel celebrated, festivals of different faiths are also celebrated at UBL which includes Holi, Diwali, Easter, Nauroze and Eid.

UBL has multiple initiatives to recognize, support and advocate for working women at UBL. Over the past few years, it has been increasing the ratio of female employees to achieve a better gender balance in the workforce. This includes launching a paid internship program for females and opening opportunities for ambitious and empowered women to join the frontline branch network in key roles including Branch Manager and Branch Operations Manager. UBL has carried out various initiatives in support of its female workforce. This includes celebrating Women's Day with events, competitions and inspirational professional and personal life stories of the ambitious female employees. There were also special offers for women on auto loans and cashbacks that could also be availed by female customers.

A webinar was held to mark National Working Women's Day where panelists, including the President & CEO of UBL, and senior male and female leadership, discussed the different challenges women face in building their career and methods to encourage their participation and celebrate achievements.

In line with the objective of inclusion, UBL has introduced products to improve the lives of its diverse range of customers. Prominent amongst this is the Urooj account, created exclusively for women, with a range of benefits and facilities to make lives easier. Along with this, UBL has also launched the Asaan digital account as a convenient and expedient financial solution which caters to everyone.

UBL is a proud sponsor of causes which are in line with its commitment to DEI. UBL was a leading sponsor for the 3rd Commissioner Karachi City Marathon which brings together almost all segments of society, including differently-abled participants who take part in the wheelchair categories. It also supports the Karachi Down Syndrome Program (KDSP), a non-profit initiative that empowers individuals with Down syndrome. In the past, UBL has also sponsored a women bike rally organized by Pakistan Rangers (Sindh) to encourage females who are interested in such activities to have a safe platform to participate.

Diversity and inclusion are well-entrenched at the Bank, from hiring of employees to the causes it supports. UBL firmly believes it is key for the betterment of the institution and society.



UBL recently partnered with the National Incubation Center in Karachi to organize a BuiltByHer 3.0 Hackathon to address women's economic and financial inclusion.



**Javed Ghulam
Mohammad**

Group Managing Director & CEO



**Shahrukh
Masood**

Group Director Human Resources
& Corporate Communication

Martin Dow Group is a leading Multinational Healthcare Group in Pakistan. Our Diversity, Equity, Inclusion and Belonging endeavors are deeply integrated in the company's DNA and is strongly embedded in our values.

Martin Dow - Indus Hospital & Health Network Community Health Centre is one of the oldest and unique CSR initiatives of The Group. This is a Health centre on Baba Island, through which, Martin Dow is serving underprivileged community of over 60,000. Martin Dow in Joint collaboration with Indus Health Network is giving free medical service to locals (Makrani). Special care is given to pregnant females, there is no other clinic for quality healthcare on both Baba & Bhit Island. We have neuropsychiatrist who deals with Mental Health issues for the community.

Martin Dow Group having a presence all over the country and operations in every region used its extensive network to help the flood victims in the entire country. We with the strength of our team extensively worked on our own without any NGOs. Employees were tasked to identify their communities where there is desperate need for aid. Total 15 medical camps were setup in all 4 provinces, flood victims were given free medical check-up and medications by specialized doctors, special attention was given to pregnant women. Over 30,000 people was given medical aid by Martin Dow.

To encourage diversity in workplace, Martin Dow introduces daycare facilities for its employees. Initiating this project can improve employee morale and lower absenteeism and turnover as well as improve productivity.

Martin Dow has also initiated a Flexible Office Timings policy where the employee is required to complete number of hours with flexible In/Out timings. We also have One day work from home for our employees, which contributes towards the reduction in their cost of travelling to and from work, keeping in mind the ever-rising fuel prices.



Throughout the year, multiple extra curriculum / employee engagement activities are arranged (e.g.: Cricket, Annual Dinner, Movie Day, etc.) to encourage casual and fun interactions between peers. Martin Dow organized various learning sessions like Breast Cancer Awareness, Mental Health Awareness, Cardiovascular disease Awareness, etc. Moreover, a co-gym facility with state-of-the-art equipment has been inaugurated. In addition to this, we also have indoor games like table tennis and have an experienced instructor who conducts an in-house fitness bootcamp at our Head Office.

Due to our commitment towards providing employee benefits without discrimination, integrating work-life balance and flexibility, Martin Dow has a separate dedicated prayer area for females and introduced a day care facility for its employees. Initiating this program will result in peace of mind for working parents at Martin Dow, leading to a reduction in absenteeism and turnover rate. To enhance the competence of employees, an extensive coaching program by the name of LEAP was launched. Moreover, an exclusive program focused on Women Empowerment at Martin Dow by the name of EVE was also initiated. Adopting such approaches makes us hopeful to attract top talent and make our existing employees feel valued, appreciated and, most importantly, motivated. Temporary and part time employees are provided legitimate benefits as per Law of Pakistan.



PHILIP MORRIS (PAKISTAN) LIMITED

At Philip Morris International, we see diversity as one of our greatest strengths and we are committed to building an inclusive culture. Philip Morris (Pakistan) Limited, an affiliate of PMI has undertaken many DEI initiatives. MakeYourComeBack (MYCB) is one of them that was launched by PMPKL in 2021. This initiative aims to provide a platform to women who have taken a break and wish to transition back into the corporate world and resume their careers. Last year, 10 women were hired as project trainees for different functions. This year, We are doing this by upskilling and inspiring women who want to come back to the workforce, through inspiring sessions with external and internal women.



We understand that a flexible workplace can offer tremendous benefits to our employees such as reducing stress, improving productivity, and providing higher job satisfaction. We have introduced **Smartwork 2.0** in which employees have the flexibility to work 60% of the time from home keeping in mind requirements of the job.

We have also extended employees' mental health coverage that includes all procedures, therapies and medicines related to mental ailments. Recognizing the need for a balance between parenthood and career and following PMI's commitment to gender equality, diversity and inclusion, PMPKL has implemented enhanced gender neutral paid parental leaves for its employees.

Moreover, we have also initiated a mission called #MissionCleanerPakistan. Following our footmark, we did a beach cleanup drive in collaboration with Seed ventures engaging more than 200 volunteers comprising of **women, men, and transgenders** who collected almost 653 KGs of trash which was then recycled in collaboration with recycling partners.

PMPKL collaborated with several stakeholders to scale up and promote DEI initiatives in order to empower underprivileged women. We partnered with Kashf foundation and set up baking workshops for almost 250 women. Additionally, in Mardan, our Leaf plant engages in community service and collaborates with the regional team, hosting programs for both men and women—for men, an electrician skills course, and for women, a tailoring workshop.

Moreover, achieving gender balance at all levels of the company is one of our top priorities. To create a safe space, we have WIN (Women's Inspiration Networks). The purpose of WIN is to foster a sense of belonging between them, where women come together and support each other. In one of our global WIN sessions, we invited Anne Devereux-Mills as a guest speaker to share her perspectives on her book, The Parley Effect (How women together can change the world).

In 2022, we launched Own Your Career campaign with the goal of encouraging employees to create a growth and learning mindset. We did multiple learning sessions with internal and external guest speakers from diverse industries such as tech, consultancies, FMCGs where speakers shared their insights and experiences with our employees. We covered four different themes in our learning campaign that is Growth Mindset, Experience, Exposure and Education, how to build the brand called 'you', and shared unique success stories on how success looks different to different people. Further we have also introduced a learning catalogue for Pakistan that serves as a one-stop shop for all learning opportunities for our colleagues and includes courses for all levels.



Roman Yazbeck
Managing Director PK



Mirela Spagovic
Director People & Culture Pakistan



Alina Khan
Engagement, L&D Lead

We still have a long way to go to achieve gender equality, but we believe we have taken the right steps to start this journey and are on track to achieve our goals.

JUBILEE LIFE'S FOCUS & STRATEGY ON D&I

For nearly three decades, Jubilee Life has taken pride in staying true to its motive of being an 'Equal Opportunity Employer'. Diversity & Inclusion (D&I) has been the hallmark of Jubilee Life's employee engagement policy since its inception. In the year 2022, Jubilee Life made the decision to step up its continuous practices so that its workers would have greater awareness of diversity and inclusion.

A D&I policy was developed by the organization, based on four pillars which include: *talent, engagement and retention, training and development, and work environment*. The company promoted and kept up a culture where everyone was treated equally and with the utmost respect. In its efforts to upscale D&I practices across the company, every aspect of the organizational operative mechanism was examined with the core focus being better inclusion of existing female employees in order to create safer and more suitable working environment.



Jubilee Life brought several initiatives to empower women talent, offering learning, teaching, and advancement to all of its employees. However, it has been noted that it appears unjust when gender bias has a significant impact and women are unable to succeed. The organization therefore made the decision to implement some programs that allowed our women to feel at ease among their peers.

D&I Initiative: Women at Work

Women@Work is a forum specifically designed in a way that it aids in empowering, developing, and mentoring female colleagues. Now, female team members at JLI have a platform just for them where they can discuss problems, have meaningful conversations, and get assistance from other female coworkers. In order to ensure that female staff benefit from a comfortable working environment at JLI, a decision was taken to conduct focus group conversations with them. In addition, all throughout the year, JLI participates in a variety of women-centric events and activities. Female employees are provided with equal engagement opportunities. Moreover, a joint initiative with Sehat Kahani has been setup to provide all female employees over 50 with a free mammogram and cancer protection plan. Jubilee Life has created flexible scheduling choices to accommodate employees who are pregnant, may have just given birth, or mothers who may have young children since we have grown to understand that our employees have obligations outside of work. Additionally, new dads are permitted up to 5 days of paternity leave, and expectant mothers are eligible to a 4-month maternity leave.

Conducive Work Environment

Today, of the regular, contractual, and agency staff of Jubilee Life, 34% are women. In addition, 36 of our branch managers are women, and they oversee some of our most successful branches. Additionally, a distinct branch named "Jazba" is operational for employees who are differently abled. Also, an internship program in partnership with NOWPDP, LABARD, and KVTC has been started to facilitate these team members.



AT JUBILEE LIFE,
WE ARE ALL EQUAL.



#WeAtJubilee



Javed Ahmed
Managing Director & CEO



Tazeen Shahid
Group Head - Human
Resource Management &
Development



Bushra Mazhar
Head - Talent, HRBP,
Diversity & Inclusion

"Women leaders are just as ambitious as men, but at many companies, they face headwinds that signal it will be harder to advance".

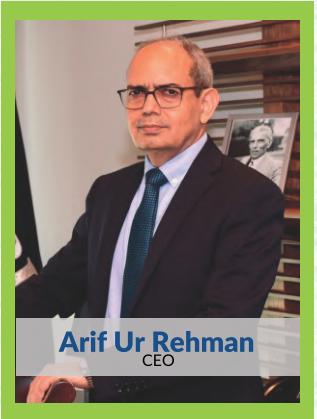
Future Focus

The organization has numerous D&I initiatives in the pipeline.

- Mentorship Program for mid-career level female employees
- Signature Leadership Program for mid and high career level female employees
- Internship Program for PWDs
- Launch Bring Her Back Program
- Gender Gap analysis to maintain equity.
- Collaboration with Kashf Foundation for a customized gender sensitization training program

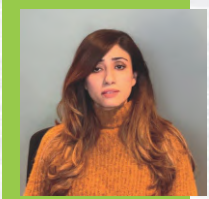
DEI is an integral part of FFBL's culture with Diversity as one of the Core Values of FFBL. We provide a culture that respects and values different perspectives and empowers equal employment opportunities. We appreciate a workforce that is diverse greatly and values the differences in perspectives and backgrounds of our employees. It only shows how FFBL encourages variety of ideas and promotes a thought-provoking working environment. FFBL incorporated DEI goals and best practices into its HR Transformation Plan and made it a part of our Business Strategy.

DEI progress is measured through the Employee Engagement Survey conducted through independent sources. Major aspect of Diversity is Gender Diversity in which females are now an integral part of the workforce. FFBL developed the DEI & Harassment Policy in 2021 and our commitment towards Gender Diversity is also depicted through our **"Stretching Boundaries Program"**, in which FFBL introduced flexible hours, and hybrid work to balance family obligations and educational pursuits.



Brig. Syed Haider Ali Naqvi
GM (HCM)

FFBL introduced sabbatical leaves, also updated maternity and paternity leave provisions. Along with this, female population in FFBL has been increased by 185% since 2021. The number of female employees increased from 7 to 20 within 1.5 years. We have 6 female engineers working on our roll even in plant shifts. Moreover, we have 2 female Board of Directors. For ensuring female enabled infrastructure and policies, our vicinity includes Day Care for mothers and separate prayer areas for both genders.



Saman Chaudhry
Section Manager, Talent Acquisition, Learning & Development and Diversity

Our recruitment policy ensures that attraction, sourcing and recruitment is done through the lens of DEI. All positions are advertised on the FFBL website and social pages. Shortlisting is done on competency-based requirements while ensuring no discrimination on any dimension, such as gender, religion or background, etc. We also advertise on third party websites to attract diverse talent like LinkedIn, UTS, and Talent Games. Usage of AI tools like gamification and Pulsifi Robots for competency assessment is also being practiced. We introduced a Virtual Assessment Center where an assessor is unaware of the candidate's background to ensure diverse job applicants are treated the same way. Moreover, recruitment drives were conducted in vocational institutes. We partner with people managers to hire new employees from diverse groups across various dimensions. Interviews are conducted by a diversified panel. FFBL ensures a fair 25-30 % of females are present at every stage of recruitment process to give them fair competition opportunities. Our HR Panels conduct cultural addition rather than cultural fit interviews.



We Value Perspective...



...is a collective forum for minorities, including females and PWDs. This platform allows members of underrepresented groups to celebrate and raise their voices. The Charter has sponsorship from top leadership. We also celebrated Women's Week in order to uphold our women's achievements and recognize challenges. As part of our purpose, we are committed to adding value in the lives of people and communities in which we live in. Taking forward, FFBL ensures Equal Remuneration for men and women through a well-conducted Total Remuneration Survey, Pay Audits, and Transparency. Pay parity is ensured for both genders. Our Learning and Development Department is dedicated to inculcating Diversity in employees. We also executed Executive Coaching of 5 male leaders by a Female Coach and onboarded 2 female and 3 male Trainers for group trainings in 2022.



The Management with full support of all employees is fully committed to continue its DEI Initiatives journey as part of its core values.



Quratulain Arsalan
L&D Lead

Given the dynamics of recent times, it's essential for us to adapt every latest innovation, and to achieve that flexibility, Feroze1888 Mills Limited considers DEI as the most pivotal factor. We live our value; PROSPER since day one, and make DEI certain through a well-knit mechanism. 'P' of Prosper reflects our company's value PEOPLE DEVELOPMENT that shows that our people are our base pillar and we put them at the center of our approach by creating a shared purpose and a culture of compassion and fairness, enabling their development and providing equitable opportunities to grow with us. Our training & development extends to focus on employees capacity building through hard skills, soft skills, succession planning, technological advancement and cross functional trainings.

Our organization development initiatives include **MANAGEMENT** and **WORKERS** side by side through directed and systematic efforts to creating a diverse, equitable and inclusive workplace.



Jamila Majid
Diversity Manager



To uplift our workers, multiple learning initiatives, on job trainings, development programs are devised which are all well aligned with company targets. A thorough extensive exercise of '**COMPETENCY METRICS**' facilitated the learning needs of workers and helped in alignment of skills with business strategy. Our programs like "**Main Hun Aik Kamyab Supervisor**", "**Main Hun Aik Zimadar Worker**"



and **PROSPER- Mere Pehchan**" are carefully designed development initiatives that guarantee workers inclusion and ensure their growth cycle in the organization.



To ensure employees' well-being, series of well-being sessions, Blood Donation drives, stress management sessions, and breast cancer awareness programs are organized on continuous basis. To further strengthen our culture of Inclusion and belongingness, we have made conscious efforts to induct differently abled employees in collaboration with Deaf Reach.

Taking diversity and inclusion as the root of all initiatives, a strong value-driven culture is lived by setting strong and attractive reward mechanism. '**360 Value scoring**' is a visible manifestation of living values to its core at all levels.

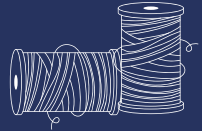
In line with our values, we contribute **01%** of company's average profit to benefit our environment, people and communities. Under this umbrella, we extend **100% scholarships** for 4 years degree program to empower deserving students.

To live PROSPER in its true sense, we exhibit focus on the capacity-building of youth through structured '**Internship**' opportunities. The six-week paid internship program is an effort to effectively mentor young graduates on vital employability skills that will help kick-start their corporate careers. Each intern is assigned a Mentor and Mentorship buddy who looks after their accessibility requirements and ensures their personal and professional development over the internship tenure.



Feroze1888 Mills Limited is a place where difference is valued and celebrated. We envision a society where everyone is given an opportunity to grow, excel and PROSPER. We are constantly working on path of DEI through our internal and external initiatives and embedding same to our journey of Excellence to achieve a sustainable, inclusive and PROSPERous future for all.





Mian Umer Mansha
CEO

“Nishat Apparel makes diligent efforts to work towards creating a work environment that is based on merit, inclusion, and diversity, and is strongly committed to Women Empowerment Principles. WEPs can further refine our approaches towards treating women equally, providing them key leadership positions, involving them in decision making, and developing them professionally. We target to continue working to change the economic outlook for women along our entire supply chain. These initiatives also show our commitment towards United Nations Sustainable Development Goals, particularly SDG 5, Gender Equality.”

Wajeeha Kahlid
Business & DEI Program Head



Tahir Aleem
CHRO

Nishat's collaboration with UN Women was a trailblazer in Punjab, and publicly declared what was already known within – the leadership's indefinite commitment to diversity and inclusion. Under the umbrella of this joint venture, one of the first training sessions conducted was on Gender Based Violence. Not only did Nishat provide trainings to all its employees, but the company also highlighted the session across all social media platforms in order to publicize our allegiances.



Wajeeha Kahlid
Business & DEI Program Head

Nishat Apparel X UN Women

Women Empowerment Principles (WEPs), drafted jointly by UN Women and UN Global Compact, provide guidelines on empowering females in the workplace, marketplace, and community. Nishat Apparel, being a signatory to WEPs, is currently developing a roadmap, visualizing our journey towards a more diverse, equitable and inclusive culture. We are using the Women Empowerment Principles Gap Analysis Tool to assess and enhance our gender-equality performance.

Women Empowerment Principles (WEPs)

Based on our current practices, Nishat Apparel has been awarded the 1st Runner Up position for the Women Empowerment Principles (WEPs) 2022 Award in the Leadership and Accountability category.

'Career ko karo Restart, Nishat ke Saath' is a program exclusively launched to build an equitable culture by giving a fair chance to females who are struggling to rejoin the corporate world after a career break due to personal reasons.

Skills Development Program

Nishat Apparel takes the responsibility of training and equipping individuals with capabilities of great value in the job market. For the ones who are completely untrained, operators are trained for eight weeks to equip them with the required tools and expertise. Towards the end, examinations are held to assess their competence level, and are then appointed accordingly as permanent employees. We have designated in-house trainers who further carry out vocational trainings for the appointed employees.



Employees' Wellbeing Committee

The Employees' Wellbeing Committee, chaired by the Business Head herself, is in charge of taking initiatives to enhance our work culture in a manner that equitably caters to the needs, and comfort of all employees. Nishat has taken the following initiatives:

- Physical and Mental Health Sessions - held regularly to prevent stress.
- Employees are encouraged to avail full physical exams, vaccinations and other services covered in company insurance.
- Offering beneficial self-care trainings - workers are given trainings on time management and alleviating work stresses.
- Nishat has also expanded the on-site Child Day Care Centre for employees' comfort.

Recreational Activities

Employees from all over the facility participate in wellbeing activities such as the Annual Sports Gala, PhotoWalk and BBQ nights. Such initiatives strengthen bonding amongst employees, thus promoting inclusivity and equity.

Annual Iftar, Executive Dinners & Cup Shup Sessions create another opportunity for employees to interact with the top management, where the CEO and Business Head remind employees of the company's open-door policy, and also distribute gifts. Similarly, birthdays are also celebrated for all employees.





At Telenor Pakistan, promoting and enabling Diversity is a key leadership expectation. One recently launched program **EmpowHer** has been designed in partnership with senior leaders to achieve better female representation and building an ecosystem to develop future-ready talent. It incorporates three pillars **Attract** which focuses on attracting best female talent, **Uplift** which aims at developing females through mentoring, and **Embrace** aiming at building an inclusive environment. EmpowHer focuses on building a strong talent pipeline in Telenor Pakistan. Two mentorship programs have been launched for females within and outside the organization. The **CXO Mentorship Program**, provides 16 females the opportunity to interact and learn

from senior management. The second initiative, Student Mentorship Program works towards enabling societies and building skills at the grassroots level. In this 3-month program female talents from Telenor have mentored students from universities like FAST, NUST and LUMS. The program successfully finished in September with 12 sessions having mentored more than 25 students.

CEO Telenor Pakistan, Irfan Wahab regularly interacts, and conducts **Listen and Learn Sessions** with females across various levels and functions. Listen and Learn sessions will now include male employees to incorporate their views on the subject, to collectively design solutions to the problems and have them champion this agenda.



Our industry breakthrough programs, **Naya Aghaaz** and **Open Mind** continue to strengthen with scale and impact. This year Telenor has onboarded the 7th cohort of the Naya Aghaaz, a 9-months program to drive women's reintroduction into the workforce. 11 female associates were hired from various geographical, educational, and professional backgrounds. Since its launch, we have onboarded 116 associates and empowered 40% of them through continued employment opportunities.

Open Mind is another initiative to empower societies by reducing inequalities and providing opportunities where we hired 123 persons with disabilities, of which 50 % were women. This program is run in partnership with the Special Talent Exchange Program (STEP) to open opportunities for our trainees to go out in the market and gain social skills. We have kickstarted this year's program with intending to retain 50% in permanent positions.

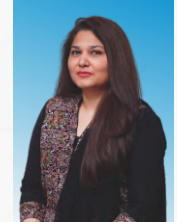
Telenor is committed to increasing women's subscriber base to ensure the benefits of telecom and digital are extended to women in Pakistan, enabling them to contribute to the socio-economic prosperity of the country at large. Telenor Pakistan launched **Khushaal Aangan** in 2018 to empower and educate Pakistani women in rural areas by providing them with content around health, nutrition, livestock, and household management. Another M-agri initiative is the **Khushaal Watan** app which is built to empower farmers by providing customized and expert advisories through digital mediums. It helps the farmers get access to lots of localized agricultural content, accurate weather updates, talk to agricultural and livestock experts and connect to what's important for them.



Telenor continues to set precedence in bridging the digital gender gap through its Digital Birth Registration initiative designed to extend the fundamental right of identity to the children of Pakistan, out of which majority were girls. Taleemabad: an e-learning platform aiming to reduce the literacy gap in Pakistan through digitalization. It has empowered and educated 768,000 young women students till date. Telenor Pakistan entered public and private partnerships with organizations such as GSMA on a Connect Women initiative to increase women's representation in the workforce and a collective effort to connect women worldwide.



Irfan Wahab
CEO



Areej Khan
CHRO



Osman Ahmed
Head of Organizational
Development

Telenor Pakistan will continue to stay committed to leveraging technology, digital expertise, and un-paralleled culture to promote diversity and inclusion in the organization and across the country.

A Better Pakistan, A Better World: We Stand for Equality, Diversity & Inclusion

ACTES, emerging at the forefront by implementing smart D&I policies, was founded in 2018 by ACT Group as a premium EPC Solar Solutions Provider for industrial, commercial, and residential clients. Within the commercial and industrial sectors, ACTES provides customizable turnkey solar energy solutions that enable customers to generate clean and affordable energy with low maintenance. Since its inception in 2018, the Company has installed 6 MW in Pakistan. The business currently has 20 MW pipeline projects till the end of 2022, which include projects both in EPC and PPA.



Farheen Irfan
Chief Operating Officer



Sidra Anjum
Head of Human Resources

Policies that Make a Difference



GENDER EQUALITY: During 2022, ACTES has increased the ratio of women in the company at all levels. The COO of ACTES: Farheen Ahmed, and the Head of Human Resource Management: Sidra Anjum, are leading examples of women empowerment in ACTES. The company is also opening many new paths for women, which were previously occupied by men. Rimsha Siraj is co-leading the design department being an Assistant Manager and training engineering interns, boosting their confidence and helping them transform their knowledge into technical skills. Our female employees are doing site surveys to enhance their skills and knowledge and to break the barriers and prove themselves.



HEALTH AND SAFETY: ACTES provides training to its employees to mitigate workplace, site, and general health risks. We provide all the necessary protective equipment to our employees as their lives, and health is the top priority of ACTES. We also conduct seminars to guide our workers about solar panel handling as they are heavy to lift, and injuries can occur. ACTES also cares about the mental health of its employees, so we make sure our company has a positive environment. For female employees, we give them work-from-home facilities and inclusive working hours when they expect so they can rest and not feel exhausted and burdened and take good care of their health.

ACTES aims to go beyond the health and safety of its employees to focus on the good health and well-being of surrounding communities as well. Multiple initiatives have been implemented targeted at ensuring sustainable operations and protecting our value chain.

The medical health camp was organized by ACTES with the support of two males and one lady doctor. The aim of ACTES behind the establishment of the Medical Camp facility is purely based on humanitarian grounds and to help the people of flood-affected areas.

RESPONSIBLE PRODUCTION AND CONSUMPTION:

ACTES has been a leading entity in convincing industries to convert to solar to attain responsible consumption and production. ACTES is dedicated to working for the betterment of our society. The supply of DC solar systems in remote areas of Sindh, together with the Government of Sindh, is one of the leading examples. Those areas do not have grid facilities, and with the recent floods, the situation has deteriorated drastically. The supply of DC solar systems has been the biggest breakthrough in these areas as it allowed them to have some light and mobile charging facilities.





Dr. Faisal Mushtaq
Chief Executive Officer

Inspiring millions at home, shaping history at a young age, thus, making his country Pakistan stand tall among the global academic intelligentsia, Pakistani award-winning educationist and trailblazing academician Chaudhry Faisal Mushtaq, Tamgha-i-Imtiaz, Founder and CEO of Roots Millennium and TMUC Education Group Pakistan has been conferred an Honorary Degree of Doctor of Education by the world's leading University of Hertfordshire, United Kingdom in recognition of his outstanding and exemplary services to education in Pakistan.

The Millennium Education has been recognized as global leaders in using technology to transform education. The title of Microsoft Innovative Educator Fellow is awarded to a few selected Microsoft Educator Community Members for their demonstrated achievements and dedicated time spent with Microsoft and educators to transform classroom learning with innovative use of technology.



Muhammad Adil Amin Kazi
GM

Even during the time of such unprecedented global crises, TME is devoted to ensuring academic excellence by the professional development of its teaching faculty through continuous training. A teacher's continuous learning is parallel to the student's growth and development; it is a never-ending process and considering the prevailing circumstances, familiarizing the teaching faculty with new technology and teaching them effective strategies that can empower them to integrate technology in their classrooms is the need of the hour.

Our teachers, across the globe are striving to find new and effective ways to engage their students. Each year, Microsoft selects innovative educator experts to share ideas, try new approaches and learn from each other through a global community dedicated to improving learners' outcomes through technology. Our 928 teachers under the leadership of our CEO Mr. Faisal Mushtaq and with the support of TME Department of ICT & Digital Inclusion – DDI have been selected as Microsoft Innovative Educator Experts (MIEE) till date.



Mona Kanwal
Senior Manager HR Operations & Compliance

The Millennium Education has a legacy of organizing one of a kind Teacher Development Conference each year. TME organized Pakistan's largest 11th Annual Teacher Development Conference, on the very real-life concrete theme- '**M:ON:DAY - AM I READY?**' associated with Iqbal Day at Pak-China Friendship Centre.

President Dr. Arif Alvi was the chief guest on the occasion. Nearly 1,000 teachers and organisers were enthusiastic and highly motivated to take the learning initiatives and training ahead to their classrooms. The conference brought together leading national and international speakers including Abbas Husain, Director, Teachers Development Centre, Dr. Pervez Hoodbhoy, a renowned Nuclear Physicist, Umair Jaliawala, CEO School of Leadership, Syed Talat Hussain, a Geostrategic Analyst, Uzma Yousuf, Country Director CAIE, Shazia Khawar, Regional Director, Society South Asia, British Council, Saman Imtiaz, Head of Study UK and IES British Council, Dr. Rizwan Taj, Head of Psychiatry PIMS, representatives from Microsoft Pakistan who motivated and injected new ideas into the conference delegates comprising The Millennium Education Directors, Headmistress', Branch Heads, Academic Coordinators and the entire teaching faculty.



Chief guest President Dr. Arif Alvi heightened the multifarious responsibility of teachers in an era of interconnected dimensions and emphasised that it has become imperative to transform our schools from centers of teaching and learning to hubs of innovation, creativity, and excellence.

From the beginning, the vision of the Teacher Development Conferences has been to bring teachers into direct contact with leading scholars, academia, and educational thinkers in a stimulating environment.



Trainee Credit Officers (TCOs) Program- Our DIB Enterprise

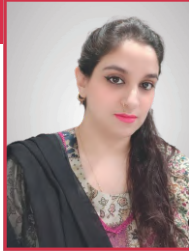
Diversity, Inclusion and Belonging is an integral part of FINCA Microfinance bank's strategy. Leadership at the bank continued their focus on Gender balance and inclusion in the first phase with an aspiration of eventually having 50% women workforce in the initial phase.



Jahanzeb Khan
CEO



Kamran Mustafa Siddiqui
CHRO



Sahar Al-Hosban
DIB Global Lead

Following are some gender-friendly initiatives:

- FINCA has a gender-friendly recruitment policy wherein presence of a woman is mandatory in the interview panel and within shortlisted candidates for every position.
- Zero tolerance policy for harassment is implemented throughout the organization.
- A functional Management Committee on Gender Diversity & Inclusion functions at the Head Office, quarterly reporting to the Board of Directors.
- Special mobility allowances are provided for women Credit Officers.
- A policy for flexible working hours is also in place, offering 4 days a month to work from home.
- After availing 90 days of paid maternity leaves, women have the option to take extended leaves for a period of up to 60 days.
- Discounted Scooty / motorcycle loan facility is offered to women.



Among all these, our major initiative of **Trainee Credit Officers' Program** is realizing the business case for gender diversity; to not only induct more women at the grass root level and develop them into future leaders

but also focus on increasing the number of Female Business Clients. This program features the following:

- Provides a platform and opportunities to women for growth and development especially in remote areas.
- Enhances the skills of women in lending sector by using experiential learning approach through on-Job training and on-field assignments.
- Affords opportunity to interact with veteran colleagues and learn from their experiences as well.
- Being aware of field and workplace challenges, women choose and continue their career in lending sector with enhanced knowledge and technical skills in lending operations.



During this program, a batch of 25 Women TCOs are hired and trained in lending operations. The total duration of training is 03 months,

whereby, female inductees are mentored and imparted skills by FINCA along with a provision of a stipend for 3 months. Their performance & hindrances faced are regularly scrutinized by a dedicated POC of HR & the relevant Regional Manager on different parameters, and recurrently monitored by leadership.

Upon completion of the stipulated time period, successful TCOs are hired as Assistant Credit Officers; as official employees of bank.

We have so far successfully achieved 43% conversion rate of TCOs to ACOs.

Learnings from the program made sure that we enter the phase two of this program, wherein;

- The women are being taken through a structured coaching and mentoring program by senior professionals.
- A comprehensive career path is developed and implemented for the Trainees joining at grass root level to reach supervisory roles in credit and operations side.

GLOBAL DEI TRAINING PROGRAM

AN ESSENTIAL QUALIFICATION FOR SENIOR DEI JOBS



WHY DIVERSITY, EQUITY AND INCLUSION

On 25 September, 2015, all of 193 members countries of the United Nations adopted the "2030 Agenda" a plan of Action for People, Planet, Prosperity, Peace, and Partnership" for Sustainable Development Goals (SDGs).

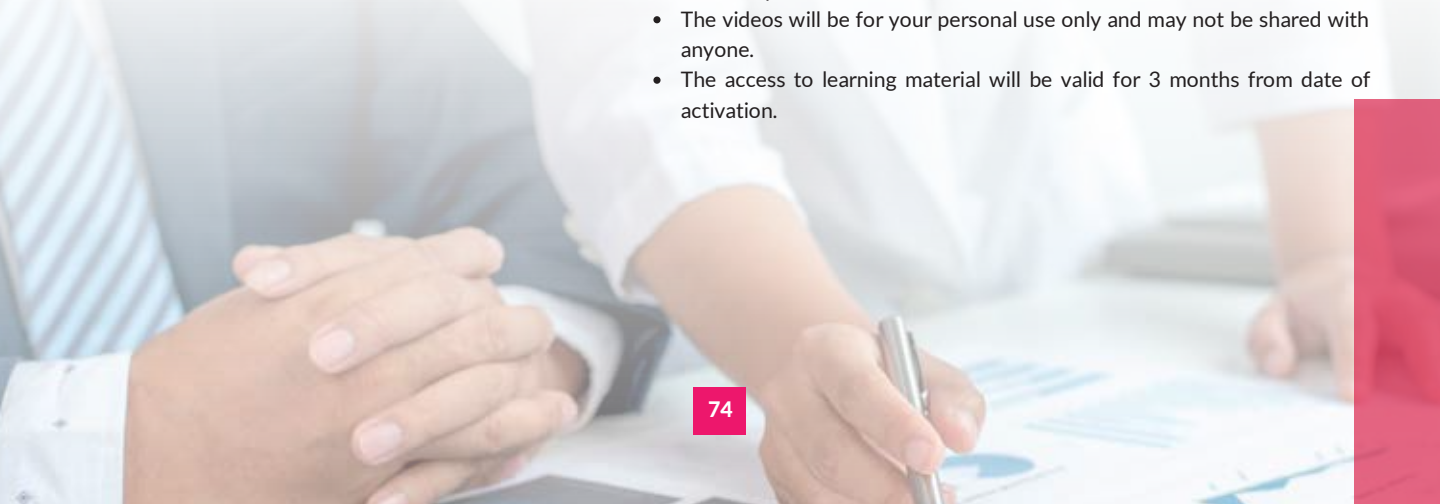
6 out of 17 SDGs focus on D&I through effective, accountable and inclusive institutions. Organizations today are dedicated to serving all stakeholders, including customers, employees, suppliers, regulators, shareholders and society at large. Future-focused organizations want to ensure long-term sustainability of our world and the people in our world.

According to McKinsey & Company 2018 research, companies in the top-quartile for gender diversity on executive teams were 21% more likely to outperform on profitability and 27% more likely to have superior value creation. Companies in the top-quartile for ethnic/ cultural diversity on executive teams were 33% more likely to have industry-leading profitability. This correlation shows a clear business case for diversity & inclusion in organizational performance context. Organizations today are dedicated to serving all stakeholders, including customers, employees, suppliers, regulators, shareholders and society at large. Stakeholders are becoming more globally diverse and networked, as organizations are increasingly mobile in their teams, supply chains, shared services, operational processes and outsourcing.



PROGRAM FEATURES

- This is a virtual program containing 15 modules, being offered in hybrid learning model.
- Program fee is US \$ 500 per participant. HR Metrics alumni or GDEIB Award-winning organizations are eligible for 20% discount.
- Participant will be given access to 15 recorded video sessions of Global DEI Training Program to view them in 3 months' time.
- There will be an optional online exam containing 30 MCQs to be attempted in 60 minutes. Examination date will be informed upon registration.
- Those appearing in the exam and obtaining 70% and above will be awarded a Certificate of Accomplishment.
- Those not appearing or passing the exam will be awarded with Certificate of Participation.
- The videos will be for your personal use only and may not be shared with anyone.
- The access to learning material will be valid for 3 months from date of activation.





Using Human Capital Analytics to Drive Organizational Sustainability

LEAD AUDITOR/CONSULTANT/ PRACTITIONER ISO-30414: GUIDELINES FOR INTERNAL AND EXTERNAL HUMAN CAPITAL REPORTING

WHY HUMAN CAPITAL DATA ANALYTICS

Global economy is transforming from physical to intellectual capital. According to Ocean Tomo Intellectual Capital Equity USA, In 500 Fortune Companies, 90% of value creation in S&P 500 firms is attributed to intangible assets.

With the emergence of Environmental, Social, and Governance (ESG) framework, human capital has become important for investment analysis, both from social and financial impact perspective. Human capital is now a key consideration for most companies around the world. It is recognized as one of the most important drivers of competitiveness, value creation, and sustainable competitive advantage. Worldwide investors are engaging with companies to improve the workforce risk disclosure to cope with rapid environmental and technological change.



Training Timings & Dates

Dates & Timing: 8 - 19 May 2023 (6-8 PM Pakistan Time UTC +5.00)

Duration: Total 16 hours online training, 8 sessions of 2 hours each.



Learning Pack

- Soft Copy of ISO 30414: 2018 (HR Metrics will purchase and provide)
- Soft copy of Training Manual
- Problem-based metrics exercises



Exam Structure

- **Proficiency test:** 30%
- **Case study-based audit proposal and audit report:** 40%
- **Judgment test:** 30%
- Pass marks for both certifications' exams are 70%. Those not willing/not able to pass the exam get **"Certificate of Participation"**.

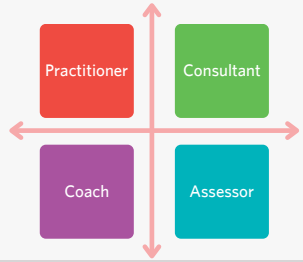
FEE STRUCTURE

EARLY BIRD FEE
(Till 28 Feb 2023)

US \$ **1200**

REGULAR FEE
(Till 31 Mar 2023)

US \$ **1500**





YOUR JOURNEY THROUGH SHRM CERTIFICATION

SHRM certification gives you the opportunity to demonstrate mastery of the core competencies needed for success in today's business environment.

DETERMINE YOUR CREDENTIAL

Eligibility for SHRM-CP and SHRM-SCP is based on a combination of education and HR-related work experience. Neither an HR title nor SHRM membership is required.



SHRM CERTIFIED PROFESSIONAL (SHRM-CP)

HR professionals who implement policies and strategies, serve as point of contact for staff and stakeholders, deliver HR services, and perform operational HR functions, should take the SHRM-CP exam.

PREPARE FROM HOME

The SHRM Learning System is the leading resource to prepare for the SHRM-CP or SHRM-SCP exam. HR professionals who use it consistently beat the average pass rate on the exam.



SHRM SENIOR CERTIFIED PROFESSIONAL (SHRM-SCP)

HR professionals who develop strategies, lead the HR function, foster influence in the community, analyze performance metrics, and align HR strategies to organizational goals, should take the SHRM-SCP exam.



2023 SPRING SESSION

Spring 2023 Course: 11 March - 24 June
 Total 16 Sessions, each containing 3 hours of learning. Every Sat from 10 am to 1 pm (Pakistan Time UTC +5.00)

Fall Course: 7 October 2023 - 13 January 2024

Total Learning Hours: 45

Learning Package include:

- Access to SHRM Learning Management System 2023
- Digital books, Tuition Classes by qualified instructor
- Certificate of Participation
- Mock practices on retired exam questions

	SHRM MEMBER	NON MEMBER
EARLY BIRD EXAM FEE	US \$ 335	US \$ 410
REGULAR EXAM FEE	US \$ 435	US \$ 510
REGULAR COURSE FEE	US \$ 1750	US \$ 1850

* Exam is conducted in 8,000 Prometrics Testing Centers around the world including Karachi, Lahore and Islamabad.

Why earn the SHRM-CP/SHRM-SCP credential?

Prove you're a capable strategic thinker. Being certified indicates that you can deliver innovative and measurable business results.

INCREASE YOUR EARNING POTENTIAL

HR professionals who pass the SHRM certification exam report earning salaries 14% to 15% higher than peers who do not.

Gain readiness for any path your HR career takes.

Certified professionals report a greater understanding of necessary skills.

Demonstrate your HR expertise.

Among examinees, the top reason for pursuing SHRM certification was to enhance their credibility as HR professionals.

GET PROMOTED*

Of SHRM-certified professionals who were promoted, 63% report that their credential was a key factor.

*Based on SHRM Study of HR Careers (sample of more than 1,000 HR professionals from 2015-17)

ABOUT THE SHRM-CP AND SHRM-SCP CREDENTIALS



The SHRM Body of Applied Skills and Knowledge™ (SHRM BASK™) is the basis for the SHRM credentials. The SHRM BASK describes the behavioral competencies and knowledge HR professionals need for effective job performance. SHRM's dual approach to understanding HR success is supported by empirical research and accredited by the Buros Center for Testing.

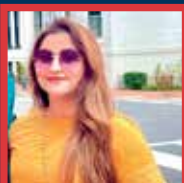
Who Should Enroll in This Course?

Individuals who perform HR duties and wish to verify, validate, enhance and/or expand their HR capabilities are likely candidates for SHRM-CP or SHRM-SCP certification. SHRM membership is not required for eligibility and individuals need not be employed at the time they apply.

JOIN
125,000+

SHRM-Certified Professionals

THE EDITORIAL TEAM

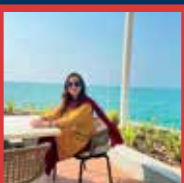


Syeda Rida
Group Head
Engagement & Operations

Rida is currently working as Group Head Engagement & Operations at HR Metrics. She holds a Bachelor's Degree in Human Resource Management from Royal Holloway, University of London.

Rida has been with the company right from the onset, and during her tenure, she has led different portfolios within the organization including SHRM Certification, HR Analytics, and Diversity & Inclusion, and her role remains pivotal to the growth of this company. Rida has also remained a key contributor in the past 14 editions of HR Magazine "Workforce Tomorrow", and is glad to bring you another one. Hope it is a good read!

Besides her professional interests, still-life painting is her favourite pastime and enjoys experimenting with various mediums.



Sadia Shah
Manager of Global
Partner Programs

Sadia Shah, a highly accomplished chemical engineer, has recently garnered recognition for her remarkable academic achievements and professional prowess. A proud alumnus of the esteemed University of Engineering and Technology Peshawar, Sadia has honed her skills and expertise in the field of chemical engineering. With a solid 1.5 years of experience as a Production Engineer at Bestway Cement Limited, Kallar Kahar Plant, Sadia has proven her mettle in the industry. Her journey to success continued as she joined HR Metrics and rapidly climbed the corporate ladder, currently serving as the Manager of Global Partner Programs. Her exceptional leadership skills and innovative approach have won her accolades from her peers and superiors alike. In a demonstration of her international standing, Sadia was selected as a delegate from Pakistan to attend the prestigious Global SHRM Conference held at Atlantis The Palm, UAE in 2022.



Aimen Waseem
Marketing &
Engagement Specialist

Aimen is currently serving as a Marketing & Engagement Specialist at HR Metrics. She is a business graduate from National Defense University, Islamabad. She is also a hardworking Human Resource Business Partner who knows what it takes to close the deal. Through her 1 year of professional experience, her personability and quick thinking make it easy for her to keep the business goals on track and focused on making them meet. Beyond that, her social skills make it possible for her to forge long-term relationships with clients. She has a proven record in managing product launches that increase brand awareness and sales. She personally recruited and trained 4 Industry Liaison Officers, improving overall sales targets by 24%, and directed the launch of new directories, and magazines.



Areeba Ahmed
Diversity, Equity &
Inclusion Specialist

Areeba Ahmed, currently, is Diversity, Equity & Inclusion Specialist at HR Metrics. In her current role, Areeba is leading the DEI portfolio of the organization and has 7 years of versatile experience in the field of Human Resources of multiple sectors like FMCG, Engineering, Pharma, Automotive, Digital Media and Services Consultancies. Areeba Ahmed is an International Relations Graduate from the University of Karachi and a Post Graduate in Human Resources Management from the International Business Management Institute - Berlin, Germany. Areeba is Certified Diversity, Equity and Inclusion Practitioner from HR Metrics.



Sana Zahoor
Designer

Sana is a designer at HR Metrics. She has completed her Bachelor's Degree in Computer Arts (BCA) from Fatima Jinnah Women University, Rawalpindi. Highly skilled with programs such as Adobe Illustrator, Adobe Photoshop and Canva. Her aim is to learn and grow, and her working experience has helped to develop her imaginative power and creativity. She has designed two editions of HR Magazine "Workforce Tomorrow" and Women Leaders for Board Directory.

ZAHID MUBARIK

SHRM-SCP, SPHRi, GPHR

CEO HR Metrics

President SHRM Forum Pakistan



Zahid Mubarik is an internationally acclaimed thinker, writer, speaker, thought leader and influencer on strategic human capital data analytics. He became founding member of ISO Geneva Technical Committee 260 for developing HR Global Standards in 2011. Zahid contributed towards HR standards development during meetings at Washington, London, Melbourne, Rotterdam, Paris, Singapore, Bali and Milan.

He has the honor of being distinguished speaker in international conferences/seminars/trainings on HR Data Analytics, at Las Vegas, Beijing, Moscow, Baku, Hanoi, Dubai, Abu Dhabi, Madrid, Vancouver and Tokyo. His analytical papers and expert talks have been featured by international media including Microfinance Gateway World Bank Washington, CNBC, Dawn, Business Recorder, Business Plus TV and Gulf Economist.

Zahid served as Global Convener of ISO Working Group on HR Metrics Standards. During his leadership, ISO published two global HR standards including ISO 30410: Impact of Hire and ISO 30411: Quality of Hire. He also served as member of Working Group developing ISO 30414: Guidelines for Internal and External Human Capital Reporting.

Zahid is SHRM Partner and President SHRM Forum Pakistan. He introduced competency-based global HR certification in Pakistan, coached more than 200 people acquiring SHRM global HR Certification to help organizations in transforming to competency-based HR system.

Zahid is Board Director at The Centre for Global Inclusion USA. He introduced Global Diversity, Equity & Inclusion Benchmarks Standards in Pakistan and facilitated 50 large multinational and national corporations in implementing Global DEI Benchmarks Standards at workplace.

Zahid is a member of Pakistan Stock Exchange and Pakistan Institute of Corporate Governance selected **Task Force on ESG Disclosure**. He has a knack in using Human Capital Analytics to transform organization on (S-Social) in ESG context. Zahid is the Chief Editor of periodic HR Magazine Workforce Tomorrow.