



DIRECTORY OF WOMEN LEADERS FOR BOARDS

3rd Edition, March 2024

by

Women for Board Allies



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MESSAGE

Musharaf Hai

Former CEO
Unilever and L'Oréal Pakistan
Chairperson Steering Committee
Women for Board Allies



"We have created an advocacy platform for women leaders, with the purpose to transform and significantly contribute to Pakistan's development goals.

To date, three editions of the Directory For Women Leaders have been published identifying over 90 potential leaders with varying capabilities, functional expertise, and experiences, thereby challenging the conventional stance that there is "paucity" of women leaders in the country.

The platform has been generating awareness, promoting confidence and enabling women leaders to network. As we progress, a more quantified approach needs to be developed for validating the same. However, this is only the beginning! We have to dream big and set challenging expectations for ourselves. The next big step is to institutionalise the platform - a possible approach would be to establish an "Academy for Women Leaders" recognised by SECP. An Academy which works closely with existing institutions like PICG and other entities promoting norms of good governance.

To make this happen, we need the patronage of progressive companies and leaders who practice inclusion and governance in the outcome of their decisions. Women leaders must have a voice and seat at the top table.

This will undoubtedly create the flywheel for our sustainable development goals."

MESSAGE

"The release of the 3rd Edition of WLB Directory on the eve of "International Women's Day 2024" is another milestone achieved by the Women for Board Allies. The directory emphasizes the fact that beyond the realm of corporate compliance, the presence of women leaders on boards holds profound benefits for enterprises as well as the society at large. It serves as a powerful catalyst for advancing gender equality, empowering future generations of women, and dismantling barriers to female leadership.

As we embark on this journey towards greater inclusion, let us reaffirm our commitment to building boardrooms that reflect the rich tapestry of diverse human experience. Together, we can unleash the transformative power of women leaders and chart a course towards a brighter tomorrow."

Zahid Mubarik
SHRM-SCP, SPHRi, GPHR
CEO HR Metrics



Women for Board Allies Program

Diversity Hub-HR Metrics is leading the "Women for Board Allies" initiative. It focuses on encouraging women to aspire for board roles and impart a sense of what it takes to get there. It is distinct from Directors Training Program (DTP), which focuses on the knowledge and skills for member board of directors. Diversity Hub's mission is to empower women by raising awareness regarding social and economic benefits of gender diversity at board level, identify high potential women, connect and refer them for board director and leadership role.

Our Goals

Our purpose is to provide a platform, project "top of mind" awareness and encourage women to aspire for Board leadership positions through a transparent process for eligibility and selection for inclusion in the Women Leaders' Directory.

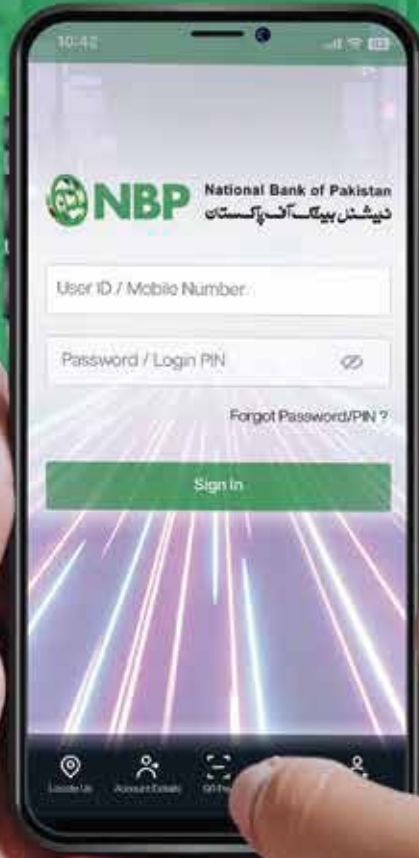
1. Facilitate companies on gender diversity to achieve Sustainable Development goal 5.
2. Carry out advocacy on gender equality to reinforce Pakistan's Constitution article 27 regarding equal opportunities.
3. Identify high quality women leaders with functional expertise and wide range of experience which merits board director and leadership role.
4. Provide high quality women leaders for Board positions in compliance with SECP Companies Act 2017.
5. Promote coaching, mentoring support to potential leaders.

Directory of Women Leaders for Board

HR Metrics has published 3 editions of Directory of Women Leaders for Board till date. Directory provides a standard and comparable data pertaining to credential of women who are either already member of the board and looking for new opportunities or not a member of board already but member of top management and looking for board director role. The Directory offers opportunities for women leaders for projecting their professional credentials, networking, mentoring and career development.

Eligibility Criteria

1. Possess professional skills relating to leadership, governance, profit and loss responsibility, board exposure, management experience and mentoring.
2. Skills can include but not limited to specialty experiences like ESG, e-commerce, digital, technology, fintech, human resources, accounts, audit, risk, legal, supply chain, sales and marketing.
3. Senior women with professional credentials from all sectors of business, industry, academia, and the civil society having at least 15 years of work experience.
4. Women already serving in C-Suite roles and/or on boards and Pakistani women having international experience.



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Rehmat Ali Hasnie
President



Mirza M. Asim Baig
Group Head (A) HRMG



Hufrih R. Shroff
SVP/Divisional Head-OED and
Acting Lead HRBP

NBP's Year of Inclusive Impact: Empowering Communities, Embracing Diversity

At National Bank of Pakistan (NBP), the year 2023 has been a testament to our unwavering commitment towards fostering inclusion, empowering communities, and championing diversity. As we reflect on our journey throughout the year, we take immense pride in the strides we've made in creating a more equitable, accessible, and supportive environment for all. Our efforts have been dedicated to not just words, but meaningful actions, aligning with the NBP's Vision, Mission and addressing critical societal needs and passion.

With a clear vision to drive change and foster an inclusive workplace, NBP not only implemented policies but also collaborated with reputable organizations and initiated impactful programs.

Our engagement with NOWPDP, ConnectHear, Purple Tuesday, and other key partners has been pivotal. Collaborations with these organizations have enabled us to extend support, create employment opportunities, and provide training sessions for individuals with disabilities. From sensitization and sign language training to specialized recruitment policies and disability inclusive internship programs across the country, we have strived to ensure a workplace that values the contributions of every individual.

Celebrating the International Day of Sign Language was not just an event; it was a testament to our commitment. We organized sessions across Pakistan and virtually engaged employees with disabilities, reinforcing our belief in the power of inclusivity. Moreover, the feedback sessions with colleagues with disabilities have been invaluable, guiding us to further enhance inclusivity and improve the work environment based on their experience and insight. NBP's Corporate Social Responsibility initiatives have been instrumental in creating a positive impact on various fronts. Whether it's supporting flood victims, empowering differently abled individuals through education, providing clean drinking water, sponsoring sporting events for the blind and deaf, facilitating medical treatments, or promoting education among marginalized communities, NBP has been at the forefront of societal change. NBP set up a New Higher Education Wing at the Deaf Reach Campus of Family Educational Services Foundation at Rashidabad, Tando Allahyar, with scholarship of 100 students for one year. It is the only college in Sindh that offers a Bachelor level program for students with hearing impairment. Furthermore, NBP contributed towards construction of Tech-Enabled Resource Centre for Girls in Sanjan Nagar Public Education Trust, Lahore and donated for cataract surgeries of 900+ underprivileged adult patients.

Furthermore, our commitment to fostering a respectful and transparent workplace is evident through the establishment of the Workplace Harassment Committee. This committee plays a pivotal role in upholding a culture of respect, accountability, and fairness within our organization.

As we conclude this remarkable year, we are honored to have been recognized with awards in Women's Empowerment, Differently Aabled People, and Poverty Alleviation. These accolades reaffirm our dedication to making a tangible difference in society.

Looking ahead, NBP remains steadfast in its resolve to continue advocating for diversity, equality, and social responsibility. Through innovative initiatives like the "Banking on Equality" policy and launch of digital payment platforms for global philanthropy, we're poised to further our impact and create a more inclusive world.

enabling growth

enabling growth for prosperity



Engro Polymer & Chemicals Limited is the sole manufacturer of PVC resin in Pakistan. Our growth is fueled by passion for excellence and the undeniable need to pursue export opportunities for Pakistan's economic growth. In order to play our part in making the Country self-sufficient, we increased our production capacity to 300KT, catering to local demand, and contributed **USD 134 million** in 2022 in import substitution through local PVC & VCM production. The Company also generated **USD 21 million** in forex through exports.

engropolymer.com



engro polymer & chemicals



Engro Polymer & Chemicals proudly stands as an equal opportunity employer, committed to cultivating an inclusive workplace. Our dedication to this ethos is reflected in a significant rise in our diversity ratio, increasing from 4.5% in 2020 to 12% in 2023. This positive shift underscores our commitment to fostering inclusivity and acknowledging the impactful contributions of empowered women employees within our organization. At EPCL, we view inclusion not just as a workplace agenda but as a mission that extends beyond our immediate sphere of influence. Hence, our efforts are not only directed at driving a culture of inclusion within the company but also ensuring that our initiatives empower women and promote inclusion in technical roles and skills within the community.

Umeed E Nough

EPCL launched 'Umeed E Nough' Training Program, first of its kind initiative in Pakistan, focused on training women to operate forklifts at demanding manufacturing and supply chain sites. This initiative aims to empower women by equipping them with technical skills for their entry into unconventional roles. EPCL launched the program in collaboration with Engro Foundation and the technical partner is Descon Training Institute.

The program began with a rigorous selection process, narrowing down 25 candidates out of 172 applicants for an exclusive six-week forklift training. To support candidates through societal constraints, we provided them with necessary resources. This included a weekly stipend for financial support, lunch during training sessions, and safe commute to and from the location.

This pioneering initiative marks a transformative milestone, signifying a modest yet pivotal stride for EPCL. It stands as a monumental leap forward for the country by creating new employment opportunities for women, enabling their financial independence.

Third-party Sensitization Training

To foster a diverse, inclusive, and equitable workplace environment, EPCL conducted comprehensive DEI sensitization training sessions for its third-party employees.

The 4-hour sessions are conducted with an external trainer to address specific points and contexts. The content of the sessions is tailored to ensure better comprehension and impact among the participants.

The sessions cover topics such as awareness & acceptance, advocacy, anti-harassment policy, and action. Instructing employees on the concept of safe spaces and guiding them on utilizing these spaces to establish an inclusive workplace that is not characterized by dominance, bias or unfair treatment based on individual power.

We've successfully conducted sensitization sessions for 50% of our third-party workforce. More sensitization sessions are scheduled for additional employees.

This initiative goes beyond EPCL; our goal is to disseminate awareness on diversity, inclusion, and equity to a broader audience, fostering inclusivity in workplaces. EPCL aspires to contribute to societal change by instilling these concepts in employees. As they carry this knowledge to their future workplaces, we aim for a ripple effect, positively influencing organizations across the country.

Breaking the Glass Ceiling

To empower women employees to advance in leadership roles, EPCL launched "Breaking the Glass Ceiling," (BTGC) coaching program, with an aim to coach high potential women employees for next stage in their career paths.

The program enrolled rigorously selected women employees that embarked on a transformative journey. We have seen the impact of this intervention resulting in promotion of a participant from the first chapter in managerial stream.

Beyond the individual growth, this coaching program aligns with our aim to shatter the glass ceilings. The launch of "Breaking the Glass Ceiling" Chapter 2 marks another significant step towards achieving these goals.



Break Kay Baad

Break Kay Baad is EPCL's returnship program designed for women re-entering the workforce after an extended sabbatical. This one-year traineeship offers a supportive environment through enabling family friendly policies, helping women seamlessly reintegrate into the workforce and navigate the demands of their roles.

Since its inception, the program has successfully inducted four associates across two cohorts, with three associates continuing their journey at EPCL. Notably, two associates from the first batch have been regularized— one at the position of manager and the other to assistant manager, recently achieving the rank of deputy manager.

ENable All Internship

ENable All is a purpose-driven internship program designed for individuals with disabilities (PWDs). This initiative goes beyond merely providing internships; it offers mentorship, creating a supportive corporate environment where participants can develop both technical and soft skills. By collaborating with organizations dedicated to working with PWDs, we aim to tap into a diverse talent pool, bringing in interns who are not only eager to learn but also to grow professionally.

In our second cohort of onboarded interns, we were delighted to welcome a woman intern. This not only broadened the scope of our program but also presented an opportunity to contribute to women's empowerment within the often overlooked sections of society.

Directory of Women Leaders for Boards



Sadia Khan
Former Commissioner
SECP



Musarat Jabeen
Executive Director
Securities and Exchange
Commission of Pakistan



Rabia Khattak
Executive Director/
Chief Operating Officer
Gandhara Automobiles Limited



Maryam Aziz
Board Director
Fauji Fertilizer Co. Ltd.



Ambreen Waheed
Founder & Adviser
RBI-Responsible Business Initiative/
Responsible Behaviour Institute



Dr. Shabana Haider
Country Director
ThinkWell Global



Faryal Shahid Khawaja
Group Director/
Owner & Founder
BRB Group / HR Wizards



Gulfishan Shaikh
Executive Director & Head,
Treasury & Corporate Finance
Telenor Bank/ Easypaisa



Sadaf Hatif
Chief Executive Officer
HRSG Outsourcing
Private Limited



Shabnam Mohammad
Chief Executive Officer
Black Mountain Consulting



Nadira Saeed
Head of Corporate
Sector Development
Pakistan Institute of Corporate
Governance (PICG)



Raeda Latif
Chief Marketing and Business
Development Officer
Pakistan Stock Exchange



Beenish Kajani
General Manager,
HR Business Partnering
Engro Fertilizers



Saman Mazhar
Sr. Organizational Development
Consultant, Funicilitator &
Performance Coach
Funwerks Global Management Consultancy



Saniha Jafri
Head Learning
& Development
National Bank of Pakistan



Sarah Anjum
Group Head Legal &
Corporate Affairs
Z2C Limited



Shamaila Kiran
Unit Head SME and
Commercial Banking
Samba Bank Limited



Sonia Karim
Chief Operations Officer
Maxim Agri (Pvt) Ltd
CEO & Founder
Zaraee



Uroosa Meraj
Chief People Officer
Jaffer Brothers Pvt. Limited



Uzma Zaidi
Chief Human Resource Officer
Unity Foods Limited



Sadia Khan

**Former Commissioner
SECP
Karachi, Pakistan**

Academic Qualification(s)

- M.B.A (INSEAD)
- M.A Economics (Yale)
- B.A Hons (Cambridge)

Professional Qualification(s)

- IDP-C (INSEAD)
- IDP (PICG)

Director Training Program: Qualified

Served on Board(s)

- INSEAD (Global)
- Siemens (Pakistan)
- Oil and Gas Development Company Limited (Pakistan)
- Habib Bank Limited (Pakistan)
- Engro Fertilizer Limited (Pakistan)
- Karandaaz (Pakistan)
- Pakistan Cables Limited (Pakistan)
- EDOTCO (Pakistan)
- National Clearing Company (Pakistan)
- Punjab Board of Investment and Trade (Pakistan)
- United Arab Shipping Agency Company (Pakistan)
- First Microfinance Bank (Pakistan)
- Kashf Foundation (Pakistan)
- United Arab Shipping Company (Pakistan)

Serving on Board(s)

- Yale Graduate School Alumni Board (Global)
- Quality Assurance Board for Audit Oversight (Pakistan)

Top 2-3 Competencies

Finance: Strong

Audit: Strong

ESG: Strong

Most Important Experience

Sadia Khan was appointed Commissioner, Securities & Exchange Commission of Pakistan (SECP) by the Federal Government for a three-year term in March 2020. She was the first female to hold this post. Prior to that, she has served as the President & CEO of the Pakistan Institute of Corporate Governance (PICG).

Ms. Khan has pursued a versatile career spanning investment banking, development finance, financial regulation, family businesses and entrepreneurship across the globe.

Sadia started her career at Lehman Brothers in New York. After obtaining her MBA from INSEAD (France) she has worked with various international institutions and local regulatory authorities, including the Asian Development Bank in the Philippines, the Securities & Exchange Commission of Pakistan and the State Bank of Pakistan.

Key Skills and Expertise

Sadia possesses expertise in corporate governance, excelling in strategy formulation and implementation. Her proficiency extends to navigating Environmental, Social, and Governance (ESG) matters, emphasizing Diversity, Equity, and Inclusion.

Her book titled "Corporate Governance Landscape of Pakistan" was published by Oxford University Press in 2017.

Values & Passion

Sadia is a passionate advocate of corporate governance and has served on various boards as an independent director.



Musarat Jabeen

**Executive Director
Securities and Exchange Commission of Pakistan
Islamabad, Pakistan**

Academic Qualification(s)

- Master in Public Administration from Quaid-e-Azam University, Islamabad

Professional Qualification(s)

- International Institute for Securities Market Development held at the US Securities and Exchange Commission Headquarters, Washington DC - April 2013
- Sydney Summer School secondment Program: "Borderless Boards - A Changing Global Paradigm in Ethics and Governance, by Australian Securities and Investment Commission, Sydney - March 2003

Director Training Program: Qualified

Served on Board(s)

- Institute of Financial Markets in Pakistan

Serving on Board(s)

- Pakistan Institute of Corporate Governance (PICG)
- Chairperson PICG Board's HR Committee

Top 2-3 Competencies

Business: Strong

Risk: Strong

Legal: Strong

Current Role & Responsibilities

Musarat has an extensive 29-years of financial market expertise, encompassing 22 years of regulatory experience at both policy and operational tiers. She currently oversees the International Relations, Chairman Secretariat, Systemic Risk, Anti Money Laundering and Media Department at SECP. Additionally, she's driving SECP's sustainability-related regulatory reforms and leading the formulation of an ESG roadmap and action plan. Joining SECP in October 2001 as an Assistant Director, she has achieved the position of Executive Director. Her expertise spans market infrastructure development, risk management, governance, and product development within the capital market.

Most Important Experience

Musarat, as head of the Securities Market Division played a vital role in shaping policies and regulations for capital market institutions, focusing on stock and commodity exchanges, central depository companies, and clearing entities. These reforms aimed to improve structural integrity, risk management, innovation, governance, transparency, and investor protection. In her position as head of the Non-Banking Finance Companies Division, Musarat introduced key reforms, including credit guarantee companies like InfraZamin, Pakistan's first for-profit NBFC, to enhance infrastructure project debt quality. She is leading SECP's efforts in sustainability-related regulatory changes, actively devising an ESG roadmap, leading advocacy & capacity building and devising action plan for regulated sectors.

Key Skills and Expertise

Musarat has a proven track record of successfully managing a wide range of projects in finance, corporate governance, and economic growth. She has collaborated closely with prominent multilateral agencies such as ADB, WB, and IFC. Additionally, she has actively contributed to various government committees and working groups, notably the Capital Market Advisory Council on Market Development, the Working Group on Monetary Policy and Financial Sector Development, expert faculty on specialized SOE directors training program at PICG and the SBP Working Group on Gender & Finance.

Values & Passion

Musarat is passionate about good governance, gender equality, capital market reform and ESG initiatives.



Rabia Kuli Khan Khattak

**Executive Director/ Chief Operating Officer
Gandhara Automobiles Limited
Karachi, Pakistan**

Academic Qualification(s)

- Masters in Public Administration from Quaid-I-Azam University, Islamabad
- Doctorate from University of Liverpool, UK

Professional Qualification(s)

- International PRINCE 2 Project Management Skills
- PICG Board training program

Director Training Program: Qualified

Served on Board(s)

- Firefighters without Borders, Canada

Serving on Board(s)

- Firefighters without Borders, Canada
- Gandhara Industries Limited
- Gandhara Automobiles Limited
- Universal Insurance Company
- Rahman Cotton Mills

Top 2-3 Competencies

Finance: Strong

Business: Strong

Audit: Strong

Current Role & Responsibilities

Rabia leads Gandhara Automobiles Limited since her return from Canada in January 2020 and serves on multiple corporate boards. Her focus at Gandhara involves expanding the product line, optimizing plant operations, and improving sales and after-sales strategies for profitability. In addition, she directs the international non-profit "Firefighters without borders". In her past role at the UN at leadership level, she has collaborated extensively with organizations such as the United Nations Development Program, Australian Trade Commission, and USAID, drawing from her 22 years of experience in areas like poverty reduction and gender equality. With a Doctorate from the University of Liverpool and PRINCE2 certification in project management, she's a prominent leader at global conferences.

Most Important Experience

Her international experiences have fostered an optimistic approach to challenging situations. Rabia's disaster management work has honed her adaptability and team leadership in adversity. Transitioning from international companies to family businesses presented difficulties, but she has successfully made her mark. Introducing diversity and inclusion in the private sector was tough, yet with the induction of right talent, it has enhanced the organization culture. Currently, Rabia is exploring expansion opportunities to boost profitability while modernizing the organization culture to meet relevant standards.

Key Skills and Expertise

Rabia's skills and expertise encompass diversity and inclusion, where data-driven insights have consistently enabled cultural shifts in every organization. She excels in change management, introducing innovative ideas to enhance accountability and transparency in alignment with corporate standards. With a track record of over 50 successful projects, Rabia has been recognized for outstanding individual performance and team excellence.

Values & Passion

Rabia prioritizes people, emphasizing diversity and inclusion, and believes in mentoring and coaching for success. She constantly seeks to learn and adapt global best practices to local contexts, staying updated on culture, history, and the future.



Maryam Aziz

Board Director
Fauji Fertilizer Co. Ltd.
Karachi, Pakistan

Academic Qualification(s)

- Bachelors in Commerce (Karachi University)

Professional Qualification(s)

- Fellow Chartered Accountant (FCA - ICAP)
- Fellow Association of Chartered Certified Accountants (FCCA)
- Professional certification from Institute of Internal Auditors, US
- Professional certification from Chartered Institute of Management Accountants, UK

Director Training Program: Qualified

Served on Board(s)

- OLP Modaraba (formerly ORIX Modaraba); Chair of Risk Committee
- Chairperson of Audit & HR Committees of Fauji Fertilizer

Serving on Board(s)

- Fauji Fertilizer Co. Ltd. (member of System & Technology Committee and Investment Committee)
- Engro Powergen Qadirpur Ltd. (member of HR committee)

Top 2-3 Competencies

Finance: Strong



Audit: Strong



Risk: Strong



Current Role & Responsibilities

Maryam Aziz is currently serving as an independent Director on the Boards of two listed companies. She has 20 years' experience of working in the financial sector for ORIX, a Japanese financial services group, including 17 years in C-suite positions (CFO, CIA, and CS). She is a highly qualified finance professional who has vast experience of interactions at Board level in diverse environments of Pakistan, Middle East, and Central Asia in the areas of internal audit, risk management and corporate governance.

Most Important Experience

Maryam energized and led the internal audit function of ORIX Pakistan and transformed it into a change driver with crucial input in strategic decision making. She took the lead in improving governance standards through formulation and implementation of key policies namely Code of Conduct & Ethics, Anti-money Laundering, Fraud & Corruption. She led the implementation of Enterprise Risk Management framework which aligned KPI-driven business objectives of both front and back-office functions to the company's strategic objectives. She developed strong inter-personal and negotiation skills through her overseas experience, where she also learnt to manage expectations of multilateral lenders and shareholders and how to effectively manage a team in a hostile and change-resistant environment.

Key Skills and Expertise

Maryam has had nearly 20 years' high-level exposure to different boards both within and outside Pakistan, either as a member or as a C-suite executive. She is mission-oriented and focused. Her no-compromise attitude to high standards of ethical practices combined with the ability to challenge others in a tactful manner makes her effective in improving governance standards while gaining acceptance. Her exposure both in the 2nd and 3rd lines of defense are an added advantage, which she has applied effectively in driving an organization towards its strategic goals faster. She has strong critical thinking abilities and can communicate in an open, clear, and persuasive manner, adding crucial value to Board discussions.

Values & Passion

Maryam believes in standing up for her principles: honesty, fairness, and transparency. She believes that sustainability is the key to a prosperous future and is upgrading her skillset so she can contribute to that cause more effectively. She passionately believes in continuous improvement and breaking from conventions, and encourages others to do the same.



Ambreen Waheed

Founder & Adviser
**RBI-Responsible Business Initiative/
Responsible Behaviour Institute**
Lahore, Pakistan

Academic Qualification(s)

- MSc Computer Science
- MPhil Management Studies, University of Cambridge (UK)

Professional Qualification(s)

- Building Competitive Advantage through Responsible Leadership” National Australian Bank, Australia.
- “Inclusive and Sustainable Business: Creating Markets with Poor”, World Bank Institute, Washington DC, US
- “Business & the Environment Program”, Cambridge Prince of Wales Programme on Industry, UK

Director Training Program: Qualified

Served on Board(s)

- UN Global Compact
- GRI
- SAFoRB
- Fairtrade Pakistan

Serving on Board(s)

- APRSCP (Asia Pacific Roundtable on Sustainable Consumption & Production)
- Millat Tractors Limited
- Taqseem Foundation
- Chartered Member TiE Lahore

Top 2-3 Competencies

ESG: Strong



Risk: Strong



Supply Chain: Strong



Current Role & Responsibilities

Ambreen Waheed, Founder and Pollinator at RBI-Responsible Behaviour Institute, serves as Founder and Advisor for the Responsible Business Initiative. She's a Board Member at Millat Tractor Limited and a Board of Trustee at the Asia Pacific Roundtable. Ms. Waheed previously held the role of Director Global Responsibility at BSP Stora Enso JV. She's also a Visiting Professor at renowned institutions, including Wharton Business School, ESSEC Business School, and LUMS. Notably, she has founded and co-founded global and regional organizations like GRLI, SAFORB, SAARB, and RBI. Her extensive contributions encompass frameworks for ethics, equity, environment, human rights, gender sensitivity, anti-corruption, innovative financing, business and peace, SDGs, responsible entrepreneurship, and transparent reporting via ESG, SA800, GRI Guidelines, circularity, AI, and blockchains.

Most Important Experience

Ambreen Waheed's wide experience includes serving on multiple governance boards, advisory committees, and strategy teams for esteemed global multilateral, academic, and business organizations, including UNCTAD, UNIDO, UNDP, UN Global Compact, GRI, KAN-SCP, Transparency International, SAI, AccountAbility, Nike, ESSEC & Wharton Business School, Petrobras, and more. She integrates responsibility into corporate and supply chains outcomes with excellence (for example; Soccer Ball, Leather, Fertilizer, Sugar, Textile, Packaging).

Key Skills and Expertise

Ambreen excels in assessing, mitigating, and managing ethical and equity risks. She is adept at developing systems for policy implementation and long-term impact. Her unique strength lies in challenging conventional thinking and crafting innovative, integrated solutions for complex challenges.

Values & Passion

Ambreen is driven by a commitment to influence global policies for positive societal impact, while also challenging corporate culture to embrace responsible competitiveness. She creates value by advocating for future technologies that prioritize transparency, traceability, and transformation, while emphasizing the ethical considerations of AI.



Dr. Shabana Haider

**Country Director
ThinkWell Global
Islamabad, Pakistan**

Academic Qualification(s)

- Medicine (Pakistan)
- Masters in Public Policy (Pakistan)
- Masters in Global Health Management (Canada)

Professional Qualification(s)

- Certification in Human Resources in Health and Big Data Management (Harvard, USA)
- Certification in Strategic Health Communications (John Hopkins, USA)
- Marketing Courses (France, Singapore)

Director Training Program: Not Qualified

Served on Board(s)

- Punjab Health Initiative Management Company
- Punjab Health Foundation
- Punjab Population Innovation Fund Company

Serving on Board(s)

None

Top 2-3 Competencies

Business: Strong

HR: Strong

Supply Chain: Strong

Current Role & Responsibilities

Shabana's current role is Country Director for an International US based company that operates in 20 countries around the world especially in the LMIC's working on providing technical advisory services on Healthcare Financing, Human Resources in Health and Health Governance. Her role is to run all country operations, provide strategic technical advise to high level government stakeholder, donors and development partners majorly in provinces of KP, Sindh and Punjab.

Most Important Experience

Dr. Shabana, is currently Chair of the Health and Population Committee of the Planning Commission of Pakistan, boasts an impressive career. Notably, she served as the sole female board member in the Planning and Development Board of the Government of Punjab. In this role, she managed a substantial portfolio exceeding PKR 50 billion. Dr. Shabana played a pivotal role in Punjab's health reforms team from 2015-2018 and was instrumental in establishing critical institutions like the Punjab Healthcare Commission, Punjab Population Innovation Fund, and the Pakistan Kidney and Liver Institute. She has also advised SAARC on women's empowerment and consulted for prominent international organizations, including the World Bank, FCDO, ADB, UN, and Save the Children, on matters related to health, population, and gender.

Key Skills and Expertise

Shabana's key skills and expertise include policy formulation, analysis and advocacy, health system strengthening, human resources in Health, strategic health communications, planning and budgeting and overall health management.

Values & Passion

Honesty, team work, innovation and hard work are her main values. What drives her to work for a highly complex sector is her vision for improving the lives of people especially women and children in Pakistan. She is a state champion of table tennis, loves to travel, is into adventure sports and is an ardent horse rider.



Faryal Shahid Khawaja

**Group Director/ Owner & Founder
BRB Group / HR Wizards
Karachi, Pakistan**

Academic Qualification(s)

- MBA – Shaheed Zulfikar Ali Bhutto Institute of Science and Technology (Executive Programme) – Human Resources

Professional Qualification(s)

- International HR certifications from CIPD and ICS Learn UK
- NLP Coach & Practitioner from ABNLP – The American Board of Neuro-Linguistic Programming & Coaching Division of the American Board of NLP – Global Standards
- Time Line Therapy Certified Therapist from TLTA – Time Line Therapy Association
- Certified Hypnotherapy Practitioner from ABH – The American Board of Hypnotherapy
- Certified Trainer for 7 Habits from Franklin Covey
- Certified by Sustainable Development Goals (SDGs) Academy - Global

Director Training Program: Qualified

Served on Board(s)

- BRB Group
- HR Wizards

Serving on Board(s)

- BRB Group
- HR Wizards

Top 2-3 Competencies

Business: Strong

Risk: Strong

Legal: Strong

Current Role & Responsibilities

Faryal is heading and expanding multiple businesses under the umbrella of BRB as a Group Director, which includes strategic alliances, formulation of new HR policies, restructuring of teams, and establishing new departments. Leading the Board of Directors in the development and execution of strategic plans. Ensuring all the Board members have opportunity to engage in key decisions.

Core Contributions:

- Recovered company from a consistent 2020 loss of 350 million by embedding a new-to-company operational strategy that achieved 8-10% to annual target within the first year.
- Shifted company focus to emphasize alliances and strategic partnerships, digital inclusion, good governance, HR inclusion, instead of traditional business processes.
- Successfully conducted a **Manpower Audit**, saving 30% of expenses by shifting leadership training online and **collaborating with Korn Ferry**.
- Re-engineered HR Department, reducing employee retention by 20%, saving \$70,000 per year, 100% increase in staff performance, implementing robust training programs.

Most Important Experience

Faryal is a visionary professional with a stellar record across Real Estate, Hospitality, Development, Banking, and Education in Pakistan. Successful in building highly profitable organizations through strategic alliances, cultural changes, system restructuring, and robust training programs.

Key Skills and Expertise

Involved in leading groups such as BRB Group, Hashoo Group, The City School, Citi Bank, Royal Bank of Scotland. Provides subject matter expertise in analyzing complex issues, reviewing HR strategies, assessing performance skills, designing innovative solutions, and developing transformation roadmaps.

Values & Passion

A trusted Advisor who uses clear analysis to help partners meet business growth targets in alignment with organizational objectives. Holistic in approach and known for vivacious energy, superior communication and relationship building skills. Registered with SECP as an Independent Director and fully authorized to be a formal Director of any company. CIPD L7, CHRP qualified, NLP Certified Coach & Practitioner by ABNLP.



Gulfishan Shaikh, FCCA

Executive Director & Head, Treasury & Corporate Finance
Telenor Bank/ Easypaisa
Karachi, Pakistan

Academic Qualification(s)

- BSc Hons, Applied Accounting – University of Oxford Brookes
- Bachelor of Commerce – University of Karachi

Professional Qualification(s)

- ACCA

Director Training Program: Qualified

Served on Board(s)

None

Serving on Board(s)

None

Top 2-3 Competencies

Digital: Strong

Business: Strong

Banking: Strong

Current Role & Responsibilities

Gulfishan, a seasoned banker with 18 years of digital, investment banking, and treasury management experience, excels in private equity, mergers, and acquisitions involving international investors. At Telenor Bank, she leads the treasury function, shapes digital product pricing, and aligns strategies with broader goals. Gulfishan drives the Digital Retail Bank conversion, prioritizing financial inclusion. Her unique investment banking profile spans deal origination to execution. Her mission to enhance Pakistan's financial landscape, fostering accessibility and inclusivity, is evident through her dedication to thought leadership and accomplishments, establishing her as a notable figure in the industry.

Most Important Experience

Gulfishan's extensive financial sector experience, particularly in sell-side M&A deals with foreign investors, has left a remarkable mark. Her role in leading Telenor Bank's transformation into a Digital Retail Bank showcases her forward-thinking approach. She consistently delivers over 45% of the company's top-line revenue and represents Telenor Bank at industry forums, solidifying her as a key figure in the sector, driven by dedication, leadership, and financial acumen.

Key Skills and Expertise

Gulfishan's expertise shine through her role as a Banking and Fintech sub-committee member at ACCA Pakistan, where she's a champion for financial literacy and inclusion. Her certification as a Director from ICAP underscores her strong governance skills. With a proven track record in cross-functional leadership within high-impact settings, Gulfishan excels in crisis management, adeptly guiding teams through challenging situations. She also plays a pivotal role in critical projects, such as the development of risk appetite frameworks, showcasing her multifaceted contributions in the field.

Values & Passion

She is passionate about financial inclusion through digitization within the banking ecosystem in Pakistan.



Sadaf Hatif

Chief Executive Officer
HRSG Outsourcing Private Limited
Karachi, Pakistan

Academic Qualification(s)

- Graduate from Karachi University

Professional Qualification(s)

- International HR certifications from SHRM, SCP
- Certification from Cornell University

Director Training Program: Qualified

Served on Board(s)

None

Serving on Board(s)

- HRSG Outsourcing Pvt. Limited
- Employers Federation of Pakistan

Top 2-3 Competencies

Business: Strong

Legal: Strong

HR: Strong

Current Role & Responsibilities

Sadaf Hatif skillfully manages a workforce of over 55,000 employees, serving 350+ diverse customers in industries like Banking, Finance, Oil, Gas & Energy, Technology, Telecommunication & Media, and more. As the head of HRSG Outsourcing, she oversees a continually growing turnover of 20 billion+ annually. She has implemented automation and streamlined operations, enhanced efficiency, and employee satisfaction throughout HRSG.

Most Important Experience

Sadaf's most impactful contribution lies in transforming outsourcing from a relegated task by lower-level workers and contractors to a vendor-managed, value-generating solution led by skilled professionals. She championed its recognition as a vital revenue source for the government exchequer within the services industry, making outsourcing an integral part of business structure.

Key Skills and Expertise

Sadaf's key skills and expertise includes: Finance Management, Client Management, Business Growth, and Leadership.

With strong financial acumen, she ensures HRSG Outsourcing's fiscal strength. Her exemplary client management capabilities have solidified the company's reputation for providing consistent services and fostering long-term relationships. Her astute leadership style inspires and motivates teams, driving them towards achieving common goals and surpassing expectations through remarkable business growth, and expanded influence across diverse industries and regions across the globe. She adeptly navigates complex business scenarios, ensuring favorable outcomes and sustainable partnerships.

Values & Passion

Ms. Sadaf is a dedicated advocate for women's empowerment and a staunch supporter of diversity and inclusion. As Vice Chairperson of the Committee for Women Empowerment, Diversity, and Inclusion at the Employers Federation of Pakistan, she actively promotes equal opportunities for women and fosters inclusive workplace culture. Passionate about cultural transformation through digitization, she leverages technology to enhance the employee experience and create engaging work environments. Her multifaceted expertise drives positive change, advancing the goals of women's empowerment and workplace diversity.



Shabnam Faqir Mohammad

**Chief Executive Officer
Black Mountain Consulting
Dubai, United Arab Emirates**

Academic Qualification(s)

- MBA, Masters in Business Strategy & Transformation (Henley Management College, United Kingdom)
- Bachelors of Science joint honours degree in Mathematics & Physics (UCL, University College London, University of London, United Kingdom)

Professional Qualification(s)

- Certified Investments, Securities & Financial Derivatives Specialist (Securities & Investment Institute, United Kingdom)
- Certified Private Equity Specialist (International Academy of Business & Financial Management, Worldwide)
- Associate Chartered Management Accountant (Chartered Institute of Management Accountants, United Kingdom)

Director Training Program: Qualified

Served on Board(s)

- Tell Group
- Tell Limited (as CEO)

Serving on Board(s)

- Dubai Islamic Bank Pakistan (since 2020)
- IFC World Bank Nominee Director (since 2021)

Top 2-3 Competencies

Business: Strong

Digital: Strong

HR & ESG: Strong

Current Role & Responsibilities

Shabnam is a prominent global business figure, serving as a Nominee Director for IFC (World Bank Group) worldwide and an Independent Director on the board of Dubai Islamic Bank Pakistan. With a career that includes CEO roles at Tell Group and senior positions at Deutsche Bank, she is also the founder and CEO of Black Mountain Consulting, offering high-profile advisory services across diverse sectors. Her remarkable achievements highlight her commitment to excellence and business leadership.

Most Important Experience

Shabnam is a seasoned finance executive and certified board director with extensive experience in investment banking, global markets, corporate finance, private equity, and Islamic finance. In addition she is a structuring specialist working with and leading global tier 1 financial institutions in Europe, the Middle East, North Africa, the Far East and North America. Shabnam's clients over the years include Goldman Sachs, Deutsche Bank, Dubai Islamic Bank, MSCI, EFG Hermes, ADCB, Commercial Bank of Dubai, RBS, Emirates NBD, Nakheel, PCFC, and Natixis.

Key Skills and Expertise

Shabnam, a seasoned financial engineer, adeptly devises cross-border financial solutions. Her investment banking background and natural leadership prowess enables her to mobilize team talents effectively. Recognized with the Asian Women's Leadership Award in 2015 and as a pioneering figure in Islamic Finance by Arab News, she demonstrates a deep understanding of financial markets. As CEO of Tell Limited, she excelled in business planning, compliance, and regulatory affairs, also leading Single Asset Funds as Head of Special Situations. Shabnam frequently shares her insights at international financial and leadership events and contributes to global publications on topics including Islamic Finance, Islamic Fintech, ESG, Structured Products, and Financial Inclusion.

Values & Passion

British-born Pakistani Shabnam, a finance veteran, excels in complex financial engineering and strategy whilst championing women's empowerment, diversity, inclusion, and financial literacy for a better world.



Nadira Saeed

**Head of Corporate Sector Development
Pakistan Institute of Corporate Governance (PICG)
Karachi, Pakistan**

Academic Qualification(s)

- MBA from Boston University, Boston, MA, USA

Professional Qualification(s)

- Certified courses sponsored by Amex and MCB on Leadership & Credit risk management in Sri Lanka, North Africa, Singapore
- ESG 101-The pathway to Sustainability- PICG 202
- Director Training Program: Certified Director- PICG-2022

Director Training Program: Qualified

Served on Board(s)

None

Serving on Board(s)

None

Top 2-3 Competencies

Business: Strong



HR: Strong



Current Role & Responsibilities

Nadira is currently Head of Corporate Sector Development. She has a diversified portfolio that capitalizes on her experience with the financial and corporate sector. The role involves content development, collaborating with experts to create content and business development in areas pertaining to ESG, technology, cyber security, and AML/CFT. She also engages in various projects with SMEs and non-listed companies, focusing on capital market development.

Most Important Experience

With over 27 years of senior-level and consulting experience, Nadira has had the privilege of working with leading multinational and domestic banks such as Amex, MCB, HSBC, and UBL. During her career, she has had the unique opportunity to engage at the board level, where she had a pivotal role in formulating and reviewing credit and risk management policies, as well as other critical strategies and obtaining board approvals. Furthermore, she has a rich history of working closely with regulatory bodies such as SBP and SECP, and collaborating with legal counsels and consultants from prestigious organizations like IFC and the World Bank.

Key Skills and Expertise

Nadira possesses a diverse skill set that encompasses credit and operational risk assessment, expertise in financial statements and industry analysis. She has a deep understanding of ESG factors in the corporate and banking sector, and excellent communication and interpersonal abilities.

Values & Passion

For Nadira, becoming an independent board director is more than a career aspiration; it is an opportunity to leverage her expertise, values, and passions to make a meaningful impact on businesses and society. Nadira's core values include integrity, diversity, sustainability, and innovation.



Raeda Hashim Abdul Latif

**Chief Marketing and Business Development Officer
Pakistan Stock Exchange
Karachi, Pakistan**

Academic Qualification(s)

- MBA (Double Major - Marketing and IT) - Hamdard Institute of Management Sciences (HIMS) - (2002)
- M.A. Department of English, University of Karachi - (1997)

Professional Qualification(s)

- Certified Director from PICG DTP (2018).

Director Training Program: Qualified

Served on Board(s)

- Indus Valley School of Arts

Serving on Board(s)

- Indus Valley School of Art and Architecture

Top 2-3 Competencies

Digital: Strong

Business: Strong

ESG: Strong

Current Role & Responsibilities

Raeda holds a multifaceted role at her institution, where she focuses on enhancing market presence, expanding business, and promoting brand growth. She actively cultivates pipelines for Equity and Debt listings, with an emphasis on SMEs and Growth Enterprise Market listings in Pakistan. Raeda leads transformation and digitization efforts at PSX, oversees the National Financial Literacy Program, represents PSX to foreign investors, and champions ESG advocacy. Her initiatives have secured PSX's membership in UN-SSEI, UN-WEP's, and WFE, while also driving the successful introduction and promotion of Roshan Equity Investment within RDA, furthering the institution's mission.

Most Important Experience

Raeda's most important experience encompasses a diverse array of initiatives, including her instrumental role in implementing a comprehensive Financial Literacy Program that empowered numerous individuals with critical financial skills. Additionally, her impact was evident through her adept utilization of Digital Outreach strategies, effectively reaching and engaging a wide audience. Notably, her dedication to showcasing the Pakistan Stock Exchange (PSX) on sustainability and Environmental, Social, and Governance (ESG) fronts both locally and globally underscored her commitment to promoting responsible and ethical business practices.

Key Skills and Expertise

Raeda possesses a diverse range of skills and expertise, including ESG advocacy, engagement, and reporting. She excels in public speaking, workshops, and training initiatives, and has also taken the lead on a National Financial Literacy program. Her proficiency extends to brand architecture and portfolio strategy, as well as digitizing business outreach and always-on marketing strategies.

Values & Passion

Raeda's values and passions reflect a remarkable blend of honesty, self-respect, and standing up for what she believes. Her curiosity and creativity drive her to build something new while upholding charity, humility, discipline, and perseverance. Raeda's strong belief in karma guides her ethical path.



Beenish Kajani

**General Manager, HR Business Partnering
Engro Fertilizers
Karachi, Pakistan**

Academic Qualification(s)

- BBA in Marketing
- MBA in Human Resources

Professional Qualification(s)

None

Director Training Program: Not Qualified

Served on Board(s)

None

Serving on Board(s)

None

Top 2-3 Competencies

Business: Strong

HR: Strong

Current Role & Responsibilities

Beenish Ameen Kajani is a dynamic HR and Sales professional with a career spanning 13 years. Her journey has taken her through a diverse range of roles, including Talent Acquisition, Learning and Development, HR Operations, Business Partnering, Sales Capability and Key Accounts Management. Beenish currently holds the position of General Manager – HRBP at Engro Fertilizers. In this role, she plays a pivotal part in driving Change Management and advocating for Women in Leadership. Her dedication to creating a more equitable workspace is evident in her initiatives to hire women for unconventional roles and her active championing of policies that promote diversity and inclusion. Additionally, she serves as the Secretary to the Management Committee and leads the Harassment Committee.

Most Important Experience

In her previous role at ICI, Beenish spearheaded the launch of the Management Trainee Program, cultivating the future leaders of the company. Mondelez saw her lead the Sales Engagement Program, earning recognition as a "Best Place to Work." At Shell, she drove the learning strategy for their retail network, while at BAT, she revitalized the Talent Brand and made significant strides in the DE&I space.

Key Skills and Expertise

Committed to giving back, Beenish served as Secretary to the Board for Industrial Promotion Services at AKDN. She currently volunteers for various AKDN initiatives, where she shares her HR expertise by teaching people how to prepare CVs and excel in interviews. She also mentors students through guest speaker sessions at the Bay View College and the Karachi School of Business and Leadership.

Values & Passion

Outside of her professional pursuits, Beenish enjoys travel and staying active through workouts. She is the eldest of three siblings, born to entrepreneurial parents.



Saman Mazhar

**Sr. Organizational Development Consultant,
Facilitator & Performance Coach
Funverks Global Management Consultancy
Karachi, Pakistan**

Academic Qualification(s)

- Bachelors in Humanities

Professional Qualification(s)

- Diversity, Equity & Inclusion Certified Professional – GDEIB (2023)
- Certified DiSC Coach/Facilitator/Trainer from Wiley (2021)
- Triple certification as a Certified NLP Master Practitioner, Life Coach & Timeline Therapist & Practitioner Member of the American Board of Neuro Linguistic Programming [ABNLP] (2018)

Director Training Program: Not Qualified

Served on Board(s)

None

Serving on Board(s)

- Funverks Foundation

Top 2-3 Competencies

Business: Strong

Leadership: Strong

HR: Strong

Current Role & Responsibilities

Saman's expertise centers on driving transformation and growth within client organizations. She designs and implements strategic interventions aligned with the clients objectives, focusing on culture and people transformation. Collaboration with leadership teams is key for developing strategies to boost employee engagement, teamwork, and organization effectiveness. To ensure successful implementation, she conducts training programs and coaching sessions, equipping individuals to grow personally and professionally. Her goal is to facilitate positive change, enhance productivity, and cultivate a culture of continuous improvement, ultimately creating stronger and more successful organizations.

Most Important Experience

Throughout her career, Saman has thrived by crafting tailored solutions that empower clients to overcome unique challenges. Over the past decade, she's led large-scale organization transformation initiatives, guiding diverse clients in culture transformation. Embracing effective communication, core values, open dialogue, and collaboration, she's witnessed remarkable progress in overall productivity and effectiveness. Her approach centers on fostering environments where continuous learning, growth, and deliberate development become integral to an organization's identity.

Key Skills and Expertise

Saman excels in organization diagnosis, business acumen, cultural transformation, coaching, mentoring, employee engagement, and training and development. She applies a diverse skill set to drive business growth and employee success.

Values & Passion

Her credo: 'Excellence comes to those who desire it'. Saman, a transformative catalyst, passionately empowers individuals through her extensive expertise. With over two decades of experience in leading international organizations, from Tokyo to Dubai, her global schooling and trilingual fluency in English, Urdu, and Japanese facilitate seamless communication across diverse cultures. Saman's commitment to Diversity, Equity, and Inclusion (DEI) drives her to challenge biases, dismantle systemic barriers, and ensure every individual's voice is valued and respected. She champions a culture of thriving and contributing to society, nurtured by her international exposure and deep appreciation for the power of cultural diversity.



Saniha Jafri

**Head Learning & Development
National Bank of Pakistan
Karachi, Pakistan**

Academic Qualification(s)

- Masters in Business Administration South Eastern University, Washington DC (Greenwich University, Karachi Campus)

Professional Qualification(s)

None

Director Training Program: Qualified

Served on Board(s)

None

Serving on Board(s)

None

Top 2-3 Competencies

Business: Strong

Risk: Strong

HR: Strong

Current Role & Responsibilities

Saniha currently serves in the realm of learning and development, dedicating herself to enhancing employee performance and productivity within her organization. Her primary objective revolves around leveraging her expertise to design and implement learning strategies aligning with the organizational goals. Over the course of her extensive professional journey, she has collaboratively worked with individuals spanning from entry-level to senior management, consistently yielding optimal outcomes.

Most Important Experience

A defining chapter in her career unfolded during her tenure as the Head of Priority & International Banking, where she oversaw a portfolio of Networth Priority clients with an impressive Asset Under Management (AUM) totaling around 1.5 billion USD. Saniha achieved remarkable year-over-year growth metrics including a 40% increase in deposits, an 18% rise in revenue, and an outstanding 79% growth in assets. Her strategic initiatives, such as introducing a premium segment and launching a tailored "Home Finance" product for Non-Resident Pakistanis in the UAE, showcased her innovative approach to client management.

Her commitment to client-centric solutions materialized in the implementation of the Client Journey for Priority customers, successful campaigns, and the acquisition of Priority New to Bank customers. She executed the Branch Service Model nationwide, encompassing staff recruitment, branch placements, and the formulation of processes defining their roles, empowerment levels, operational rhythms, business deliverables, and performance management indicators. Implemented cutting-edge systems resulting in a substantial increase of the Net Promoter Score. Significantly diminished complaints and error rates, while elevating digital penetration.

An integral part of international projects addressing regulatory requirements in the UK and UAE, Saniha's strategic insights and adeptness in implementing compliant solutions mitigated regulatory risks. In a dynamic regulatory landscape her proactive identification, assessment and mitigation of risks established her as a strategic leader capable of navigating complex international regulatory environments.

Key Skills and Expertise

Saniha's skill set spans critical business functions, demonstrating proficiency in people management, strategic structuring and the development of effective organizational strategies. Her diverse background in business, service, risk management, and human resources positions her as a versatile professional capable of navigating the multifaceted challenges of the corporate landscape.

Values & Passion

Values such as integrity, honesty, responsiveness, and strong work ethics define Saniha's professional ethos. Beyond her career, she is deeply passionate about nature, the environment and social justice. Saniha actively contributes to the community through volunteering and supporting causes like education, financial literacy, health and transportation.



Sarah Anjum

Group Head Legal & Corporate Affairs
Z2C Limited
Karachi, Pakistan

Academic Qualification(s)

- LLM University of Westminster
- LLB University of London

Professional Qualification(s)

- Advocate of the High Courts of Pakistan

Director Training Program: Qualified

Served on Board(s)

None

Serving on Board(s)

None

Top 2-3 Competencies

Business: Strong

Legal: Strong

ESG: Strong

Current Role & Responsibilities

Sarah, is the Group Head Legal and Corporate Affairs for Z2C, the largest Media Buying house and MarTech Company in Pakistan. She is responsible for managing legal, reputational and regulatory concerns for all Group entities as well as legal structuring of all transactions. She works closely with shared services as well as business teams to provide essential support to keep the group compliant and efficient. Additionally she oversees all Board and Governance related matters for the group entities.

Most Important Experience

With 25 years of work experience as a corporate and commercial lawyer, her key areas of expertise are cross-border transactional work, corporate finance, regulatory compliance, and corporate advisory. Sarah has held key positions in various jurisdictions including the UK, Eastern Europe, the Middle East, and Pakistan.

Key Skills and Expertise

A lawyer by profession, Sarah has been associated with top investment banks and funds in London including Credit Suisse and Salamanca Capital, headed Legal and Compliance functions for Insurance companies, brokerages, and banks in Pakistan. She has built and developed teams, trained and managed resources, and been a part of transitions both for management and the shareholders. In addition, Sarah has worked as a consultant lawyer for clients on matters regarding mainland and off-shore regulatory requirements in the UAE before joining Z2C.

Values & Passion

Sarah values honesty, integrity and hardwork. She thrives on teamwork and developing individuals to meet their full potential. She endorses ethical business practices and is passionate about being able to give back to society by making a positive contribution towards change for the better not just in a work environment but society at large.



Shamaila Kiran

**Unit Head SME and Commercial Banking
Samba Bank Limited, Lahore, Pakistan
Subsidiary of Saudi National Bank, KSA**

Academic Qualification(s)

- Master in Business Economics from The University of Punjab

Professional Qualification(s)

- Certified trainings on Financial Management, Investment Management and Banking and Finance
- SEDC/IFC- Certificate of Training Financial Management

Director Training Program: Not Qualified

Served on Board(s)

None

Serving on Board(s)

None

Top 2-3 Competencies

Finance: Strong

Business: Strong

Audit: Strong

Current Role & Responsibilities

Currently holds the position of Unit Head in a Foreign Bank in Pakistan. Responsible to lead the team to generate revenue through developing strong long-term relationships with customers and soliciting acceptable new ones for maximizing bank profitability in the given market segment and assigned territory. Achieving required performance goals and providing added value service to customers within the general guidelines of the division's business plan. Realizing profitable business transactions and capitalizing on new areas of business opportunity, while setting direction and providing support to the team within the acceptable risk limits.

Most Important Experience

Conducted different SME Road Shows in Punjab and awareness sessions for SME segment. Played a leading role in financial inclusion of women and promoting SBP schemes for women's financial growth. Lead presenter in different internal and external forums for financial awareness and gender diversity.

Key Skills and Expertise

SME & Commercial Lending Expert, Financial Management, adviser and counsel for women inclusion in financial set up. Leadership and Planning effective communications with strong adherence to ethics. tech-savvy, strategic management, crisis management, negotiating techniques and conflict resolution.

Values & Passion

To find new innovative ways to deliver outstanding financial and investment solutions and services that support and enhance the lives of others and to provide growth opportunities for women, in particular through financial inclusion.

Shamaila is extremely passionate about wellness, clean living, self-growth, culture and family. For mental health, she reads and travels and for physical health and fitness, enjoys yoga, strength training and walking.



Sonia Karim

Chief Operations Officer
Maxim Agri (Pvt) Ltd
CEO & Founder
Zaraee
Lahore, Pakistan

Academic Qualification(s)

- Electronics Engineering - GIK Institute
- MBA - LUMS

Professional Qualification(s)

None

Director Training Program: Qualified

Served on Board(s)

- Nishat Chunian Ltd.
- Pakistan Mortgage Refinance Company

Serving on Board(s)

- Pakistan Mortgage Refinance Company

Top 2-3 Competencies

Finance: Strong

Business: Strong

HR: Strong

Current Role & Responsibilities

In Sonia's current role as COO for Maxim Agri, she is responsible for the company's operations in Pakistan and Kenya, specifically aqua and dairy feed businesses. Maxim in Pakistan is a manufacturer of dairy feed, and aims to improve dairy farmers livelihoods by providing quality dairy feed at competitive prices. She has also recently co-founded a startup, Zaraee.pk, aimed at disrupting the traditional supply chains for agricultural inputs. Zaraee is a marketplace that brings together buyers and sellers on a single platform, giving farmers the freedom of comparison and choice, with ease of delivery. In her previous role, she was heading the power generation portfolio for Nishat Chunian Power Ltd.

Most Important Experience

The most important experience for Sonia has been setting up Zaraee.pk a startup in the very competitive market of agriculture, aimed at rural consumers.

Key Skills and Expertise

Sonia has a strong background in finance, sales, marketing, and operations. She has undertaken various roles in diverse industries such as textiles, energy and now agriculture, both on the supply and buyer side, on marketing and production, corporate and project finance.

Values & Passion

Sonia is passionate about making a lasting impact on the people/businesses/companies where she works and serves with honesty, integrity and whole heartedness.



Uroosa Meraj

Chief People Officer
Jaffer Brothers Pvt. Limited
Karachi, Pakistan

Academic Qualification(s)

- Master in English (Linguistics)

Professional Qualification(s)

- Post Graduate Diploma in Economics and Finance
- Certificate courses in HRM and Comp & Ben from IBA

Director Training Program: Not Qualified

Served on Board(s)

None

Serving on Board(s)

None

Top 2-3 Competencies

Business: Strong

Risk: Strong

HR: Strong

Current Role & Responsibilities

As Chief People Officer at Jaffer Group, Uroosa leads a team of talented professionals, crafting strategic human capital initiatives that directly fuel the organization's growth. Her focus lies on optimizing talent acquisition, fostering a culture of innovation and collaboration, and aligning workforce planning with business objectives. Uroosa spearheads strategic human capital initiatives, transforming talent into a powerful engine for growth.

Most Important Experience

Leveraging the wealth of insights gained over a 20-year journey spanning various industries and leadership roles, she emerged as a seasoned HR leader. Throughout her professional trajectory, she engaged in close collaboration with senior leaders, actively contributing to the formulation and execution of human capital strategies that not only fuel organizational growth but also unleash latent potential.

Uroosa's past and present experiences are marked by direct involvement with Board members and CEOs, where she actively participated in shaping talent policies and developing overarching strategies. Additionally, her tenure at Sanofi involved significant contributions to international projects, particularly in the realms of Cultural Transformation and Leading Change. These experiences not only define her professional growth but also underscore her commitment to impactful and transformative leadership in the dynamic landscape of human resources.

Key Skills and Expertise

In her current capacity as the Chief People Officer at Jaffer Group, she collaborates closely with all CEOs to foster sustained long-term value for both the business and its employees. Uroosa's role centers around developing people strategies that intricately align talent, systems, and culture. Drawing from her diverse experiences at Sanofi, Pakistan, and K-Electric, she has specialized in organizational development and human resource strategy. Uroosa's expertise extend across key areas:

Cultivating a Vibrant and Purpose-Driven Culture: She is dedicated to fostering collaboration, innovation, and resilience, providing employees with an environment where they can thrive and excel.

Ensuring Strong Governance and Compliance: She prioritizes mitigating risks, maintaining ethical practices, and building trust across the organization. This commitment establishes a foundation of robust governance.

Investing in Future-Ready Capabilities: She actively identifies strategic skills gaps, develops talent, and leverages technology to keep the organization ahead of the curve. This forward-thinking approach ensures the readiness for future challenges and opportunities.

Values & Passion

Uroosa's values and passion are deeply rooted in three core principles that guide her professional journey. Firstly, she is dedicated to leveraging technology as a transformative tool to enhance efficiency, innovation, and connectivity. Secondly, she firmly believes in embracing change as an opportunity for growth and evolution, and she actively champions change management strategies that foster resilience and agility within teams. Lastly, she is fervently committed to developing women leaders by creating platforms for mentorship, skill-building, and empowerment. These values drive her unwavering dedication to shaping a future where technology, adaptability, and gender diversity converge to create thriving, inclusive, and forward-thinking organizations.



Uzma Zaidi

Chief Human Resource Officer
Unity Foods Limited
Karachi, Pakistan

Academic Qualification(s)

- MBA in HR

Professional Qualification(s)

None

Director Training Program: Not Qualified

Served on Board(s)

None

Serving on Board(s)

- Member of Mancom

Top 2-3 Competencies

HR: Strong

Business: Strong

Current Role & Responsibilities

Uzma possesses a wealth of experience spanning 17 years in the field of Strategic HR Management, with a focus on crafting people strategies tailored to diverse industries and challenging environments. Over the course of her career, she has held numerous leadership roles. Presently, she holds the position of CHRO at Unity Foods Limited, where she represents management of the Board HR Committee.

Throughout her career, Uzma has acted as the focal contact for stakeholders, offering tailored business solutions. She currently takes the lead in shaping the strategy, design, and implementation of Organizational Development as well as managing intricate change management initiatives.

Most Important Experience

Uzma is an experienced professional with a diverse background encompassing IT sector, Insurance, Retail, ISP, Financial Services, and IFMG sectors. She worked for Deloitte Pakistan previously where she served as Director Human Capital and her role involved leading internal HR, Managing client services, providing consulting solutions and managing internal compliances.

Key Skills and Expertise

Her expertise lies in steering organization strategy, fostering People Excellence, advancing Learning and Organizational Development, leading Change Management efforts, managing Total Rewards, and overseeing Talent Management. Her primary focus centers on cultivating a pipeline of female leadership and promoting a performance-driven culture to enhance and elevate the skills of talent for the future.

Values & Passion

Uzma is passionate about organizational development, committed to fostering cultural transformation through continuous improvement. She champions upskilling, training, and diversity, particularly in promoting female leadership. Her proactive, ethical leadership approach contributes to organization growth and success, making her a valuable catalyst for positive change.

About HR Metrics

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



About Diversity Hub - HR Metrics

Diversity Hub-HR Metrics has introduced Global Diversity, Equity and Inclusion Benchmarks Standards. We hold annual GDEIB Conference & Awards with a mission to help organizations become sustainable through inclusive cultural and behavioral change. Diversity Hub reviews emerging global best practices, carries out local research to understand industry need, produces data driven research reports, and designs bespoke solutions to facilitate desired outcomes. Diversity Hub also maintains Equal Opportunity Advocacy Council and Women for Board Program at higher level.



Disclaimer: Diversity Hub-HR Metrics has compiled the profiles of high profile women, based on the voluntary provision of information by respective individuals. HR Metrics is not liable and does not take responsibility for ensuring the authenticity of information. Organizations keen to engage women for board are recommended to exercise full due diligence to verify and validate the information provided by respective individual.

About

CEO HR Metrics



Zahid Mubarik SHRM-SCP, SPHri, GPHR

President SHRM Forum Pakistan
Member ISO HR Standards Technical Committee 260
Member Pakistan Stock Exchange Task Force on ESG

Zahid Mubarik is an internationally acclaimed visionary thinker, writer, speaker, thought leader and influencer on human capital development, analytics, diversity and inclusion. He is the founding member of ISO Geneva Technical Committee 260 for developing HR global Standards. He actively took part in ISO face to face meetings for global HR Standards development at American National Standards Institute (Washington DC), British Standards Institute (London), Standards Australia (Melbourne), The Royal Netherlands Standardization Institute (Rotterdam), Association Française de Normalisation (Paris), Singapore Standards Council (Singapore), The National Standardization Agency of Indonesia (Bali) and UNI-Ente Nazionale Italiano di Unificazione (Milan). Zahid has the honor of being distinguished speaker in international conferences and seminars on human capital analytics at Las Vegas, Beijing, Moscow, Baku, Hanoi, Dubai, Abu Dhabi, and Tokyo. His analytical papers and expert talks have been featured by national/international media including Microfinance Gateway World Bank Washington, CNBC, Dawn, Business Recorder, Business Plus TV and Gulf Economist.

Zahid served as Global Chair 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. He groomed and facilitated certification of 500+ consultants/practitioners worldwide with a heavy concentration in Tokyo Japan. Zahid is SHRM USA Partner in Pakistan. SHRM is world's largest HR association having 325,000+ members in 165 countries. He introduced SHRM competency based global HR certifications in Pakistan and developed more than 200 people. He served as Board Director The Centre for Global Inclusion USA. He introduced Global Diversity, Equity & Inclusion Benchmarks Standards in Pakistan and facilitated 65 large multinational and national corporations in implementing Global DEI Benchmarks Standards. Zahid is a member of Pakistan Stock Exchange and Pakistan Institute of Corporate Governance Task Force on ESG Disclosure. He has a knack in using human capital analytics to transform organization on (S-Social) part of ESG. He is the Chief Editor of HR Magazine Workforce Tomorrow.

For any assistance, please contact info@thehrmetrics.com.

GLOBAL DIVERSITY, EQUITY & INCLUSION CERTIFICATION PROGRAM UNLOCK YOUR CAREER POTENTIAL



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During year 2023, HR Metrics planned an international Cohort of 100+ professionals to develop them in using Global DEI Benchmarks. This program offered a comprehensive understanding of the GDEIB Standard and how organizations globally are implementing the standard with practical examples by DEI Experts. It is meant for anyone practicing, researching, or teaching DEI. We engaged 15 global and 20 national speakers for sharing their knowledge and expertise on Diversity, Equity & Inclusion with attendees. Distinguished speakers from USA, UK, Canada, South Africa, Switzerland, and Pakistan shared diverse experience and exchanged global best practices.

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To keep program interactive, we recommend attendees to send their queries at rida@thehrmetrics.com and DEI experts at HR Metrics will respond to queries.

