

WORKFORCE --- tomorrow

16th Edition - March 2024



ATIF BAJWA

President & CEO



Bank Alfalah
The Way Forward

**“A Progressive Way Forward: Bank Alfalah’s
Commitment to Diversity, Innovation and Inclusion”**

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DEI STRATEGIC ALLIES



Pakistan Institute of Corporate Governance is a strategic DEI Ally of HR Metrics for the ongoing and multifaceted journey of GDEIB. PICG is a DEI advocate that focuses on driving economic and social responsibility via a DEI training program. The institute is focused on challenges in achieving gender diversity and explores a range of tools and resources that can be utilized to foster DEI. We are hoping that this active engagement with organizations, advocacy groups, and industry will contribute to broader social change.



ConnectHear partners with HR Metrics for the upcoming GDEIB Awards 2024. It is South Asia's first and largest accessibility service provider working with 100+ corporations and government departments. Founded in 2017, they impact millions of lives by enabling public and private institutions to communicate and facilitate employees, customers, and individuals with disability through consultation, virtual interpretation, and AI based technologies. HR Metrics being their "Accessibility partner" believes this partnership will help in engaging with the deaf community to endorse and support the awards initiative, amplifying its reach and impact.

CEO's MESSAGE

“Kudos to all professionals striving hard to build inclusive culture and resilient organisations through continuous learning.”

Zahid Mubarik

CEO HR Metrics



This year, HR Metrics has amazing developments on diversity, equity and inclusion.

45 companies in Pakistan join “**Network of Inclusive Organisations**” (NIO) by using Global DEI Benchmarks standards to leverage their social and financial performance. At least 25% out of them have positioned DEI in their core business strategy, rather than considering it as a peripheral operational function.

HR Metrics is providing a platform to these organizations for mutual interaction and exchange of best practices to nurture DEI in respective sector. According to NIO survey report, 20% of board directors in these companies are female. Banking sector is leading on inclusion.

“**Women for Board Allies**” Program by HR Metrics is publishing 3rd Edition of “**Women Leaders for Boards**” on the eve of “International Women’s Day” in March 2024. All 3 editions feature profiles of 90 accomplished women as a strong candidate for board director positions.

Traditionally DEI was considered as a profession to be learnt through trial-and-error method. HR Metrics launched GDEIB Standards in Pakistan by providing professional learning to 70 companies in Pakistan and also certified 120 professionals on GDEIB Standard. 50% of our certified community is operating in global market.

Bank Alfalah Limited is amongst the “**Top 3 Inclusive Companies of the Year 2023**” by winning Global DEI Benchmarks Awards in 15 categories

Mr. Atif Bajwa has an extensive international career spanning more than 40 years of executive leadership roles in banking, and of multiple boards and public interest positions. Having started his professional journey with Citibank in 1982 and has since held numerous senior positions in large local and multinational banks, including President/CEO of Bank Alfalah, President/CEO of MCB Bank and Soneri Bank, Regional Head for Citigroup for Central and Eastern Europe, Head of Consumer Banking for ABN AMRO's Asia Pacific region, and Country Manager for ABN AMRO Pakistan. Mr. Bajwa has been active in business, social and public interest areas, and has led key advocacy institutions to impact economic and social sectors.



Atif Bajwa
President & CEO
Bank Alfalah Limited

In this regard, he has served as the Chairman of the Pakistan Business Council (PBC) and the President of the Overseas Investors Chamber of Commerce and Industry (OICCI). He has also served as the director on the boards of various private and public sector companies. Mr. Bajwa received his education at Columbia University, New York.

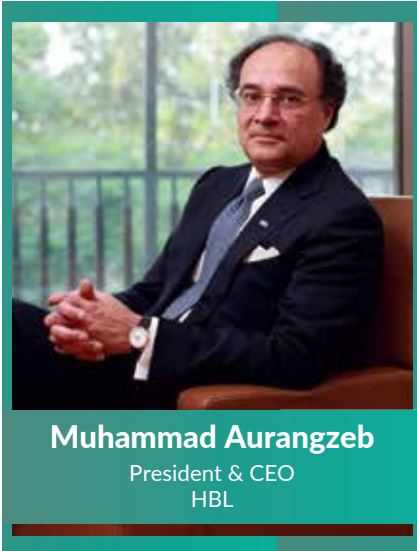
At Bank Alfalah, our commitment to diversity extends beyond rhetoric; it's woven into the very fabric of our identity. We pride ourselves on being trailblazers, introducing groundbreaking products and services that set industry standards. For instance, Bank Alfalah stands as the first in the country to launch a digital lifestyle branch and an Islamic Buy Now Pay Later (BNPL) service.

Diversity, Equity, and Inclusion (DEI) at Bank Alfalah go beyond being a mere checkbox; they are the driving force behind our journey to excellence. Our ideas don't just bring change; they bring impact. We've grown our representation of women from 10.7% in 2012 to closing 2023 at a robust 20.4% of our workforce. In addition to this, our biggest job family, constituting almost 40% of the total workforce, is retail banking, with a gender diversity ratio of 23.2%, showcasing our resolute to fostering inclusivity and diversity at every level.

Our success in fostering an inclusive workplace isn't just about doing what's right; it's a strategic imperative. Diverse teams aren't just about numbers; they enhance decision-making, foster creativity, and improve problem-solving. As we move forward, our unwavering commitment to DEI will continue to shape a future that is authentically inclusive, innovative, and equitable.

Bank Alfalah is honoured to be recognized as the most inclusive organization, a testament to our resolve to Diversity, Equity, and Inclusion (DEI) and we look forward to inspiring more organizations to embrace the transformative power of diversity.

HBL is amongst the “**Top 3 Inclusive Companies of the Year 2023**” by winning Global DEI Benchmarks Awards in 15 categories



Mr. Muhammad Aurangzeb joined HBL on April 30, 2018 as the President & CEO.

Prior to this responsibility at HBL, Mr. Aurangzeb was the CEO for JP Morgan’s Global Corporate Bank based in Asia, with a rich international banking experience of over 30 years in other senior management roles at ABN AMRO and RBS based in Amsterdam and Singapore. Mr. Aurangzeb is the only Pakistani to be invited to the exclusive membership of the Global CEO Council organized by WSJ / DowJones group. He is also the Chairman of the Pakistan Banks Association, Board Member of the Pakistan Business Council, and Council Member at the Institute of Bankers Pakistan.

Mr. Aurangzeb received his BS and MBA degrees from The Wharton School (University of Pennsylvania).

HBL has always been a major advocate for fostering Diversity, Equity, and Inclusion (DEI) in society. With a goal to increase the diversity ratio to 25% by 2025, the Bank actively cultivates an inclusive environment through various initiatives. We are committed to fostering a workplace where everyone feels valued, respected, and empowered to contribute their unique talents and perspectives. We are honored that for the second year running, the Bank was recognized as the 'Most Inclusive Organization in Pakistan'. This commitment not only aligns with our ethical values but also attracts top talent, fostering a stronger, more innovative future for all.



Nestlé Pakistan is amongst the “**Top 3 Inclusive Companies of the Year 2023**” by winning Global DEI Benchmarks Awards in 15 categories

Hajra Omer is the Head of Human Resources of Nestlé Pakistan. Hajra's journey with Nestlé began in 2012 as the Corporate Organization Development Manager. Since then, she has taken on various roles such as Regional Leadership and Team Effectiveness Manager for the Asia & Oceania region, as well as HRBP Operations for Nestlé Pakistan. In her present position as Head of Human Resources, Hajra has achieved remarkable success. Under her leadership, there has been a significant improvement in employee engagement, culture, and industrial peace. Her unwavering commitment to the diversity journey has resulted in the representation of women in leadership to increase from 15.7% in 2021, to a soaring high of 23.4% in 2023. Hajra has also played a pivotal role in talent retention and development, through learning initiatives focused on transformative culture, inspirational leadership development programs and an agile market leading rewards positioning. She also spearheaded the launch of the first ever Employee Value Proposition (EVP) Campaign, establishing a compelling employer brand for Nestlé Pakistan. Hajra's journey is a testament to the power of leadership that prioritizes people and delivers exceptional results.



“Leveraging DEI to accelerate change, drive sustainability and creating value for multi stakeholders.”

Diversity and inclusion is an integral part of our company's culture. We believe embracing DEI principles leads to innovation, addresses social inequalities, and makes Nestlé a preferred choice for employees and customers. Gender balance has been a key component of Nestlé's DE&I agenda. At present, Nestlé Pakistan has a diversity ratio of 32%. We take great pride in witnessing the growing presence of women in leadership positions within our organization such as our first female CFO, first female Factory Managers, as well as our first-ever differently abled woman in a leadership role. To achieve this, Nestlé has adopted a well-rounded approach through initiatives focused on empowering culture, female-friendly policies and career development. WiN, our Women in Nestlé Network, has been a trailblazer for empowering, developing, and fostering a sense of community among women in the organization. Coupled with robust mentoring, coaching, and training programs, we provide women with essential support to drive their professional growth. To list a few, this includes benefits such as flexible working hours, day care, female driver allowance for field staff. We have a strong network of Male Champions of Change who act as catalysts for an inclusive working environment, actively championing diversity. Nestlé Pakistan's Market Head, Jason Avanceña joined the Male Champions of Change Coalition Pakistan, an external Coalition of CEOs who are accountable for change on gender equality issues in their organizations and communities. Our gender diversity initiative, “Kero Aitemaad” addresses systemic barriers that prevent young females from working in male dominated roles. The program has engaged 202+ females since 2016 and continues to inspire and develop young female professionals for a successful career. Nestlé has always strived to ensure it is at the forefront of the DEI agenda. By actively promoting DEI, we continue to drive positive change, sustainability, and value creation for all stakeholders.

Remarks about DEI Landscape in Pakistan by **GDEIB Co-Author**



Julie O'Mara

Co-Author, Global Diversity, Equity and Inclusion
Benchmarks: Standards for Organizations Around the World
Former Board Chair, The Centre of Global Inclusion USA

“Over the years of working in DEI, the authors have realized that so many people around the world are not clear on what effective, results-oriented DEI achievements are. Many – probably most - are not able to describe effectiveness in an organization – whether that be a corporation, nonprofit, NGO, government, or community. So we, along with a diverse group (race, gender, age, type of organizational experience, organizational size, structure, sector, industry, world region,) of global Expert Panelists – who numbered 112 by the 2021 edition. There were few organizational DEI role models and they were reluctant to share their successes because they considered their achievements a competitive advantage. Thankfully, that has changed by 2024. Congratulations to HR Metrics and its 2024 award recipients for their willingness to share their DEI success – based on researched standards. Sharing stories to help others replicate the achievement of results-oriented benchmarks and make an impact on DEI around the world, especially when it is so needed in our troubled times.”

GLOBAL DIVERSITY, EQUITY & INCLUSION BENCHMARKS

AWARDS & CONFERENCE 2024

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 Moneeza Usman Butt, Partner, KPMG Taseer Hadi & Co, Dr. Karen Francis, Vice President & Chief DEI Officer, American Institutes for Research, USA, Lynda White, President, McLeod White, McLeod White and Assoc, Canada, Gamiel Yafai, Founder and CEO, Diversity Marketplace, UK.



Awards were assessed on merit-based scores on a scale of 1-5 including Best Practice, Progressive, Proactive, Reactive, and Inactive. Total 43 organizations have won the Global DEI Benchmarks Awards.

2024 Award Winning Companies



JURY REMARKS



“The GDEIB Awards provide a marvelous mechanism to monitor progress of an organization towards the fundamental concepts of Diversity, Equity & Inclusion (DEI). The efforts of Diversity Hub - HR Metrics need to be lauded as they introduced a comprehensive standard for DEI based on global best practices. Companies can self-evaluate their existing status against such practices and have a road map as well to achieve excellence and reap the multiple benefits associated with DEI. The transparency of the process inspires trust and confidence and assists corporates in their journey towards sustainability and prosperity. After all, a goal without a plan is just a dream and the GDEIB standards provide the plan to turn dreams into reality.”

MONEEZA USMAN BUTT

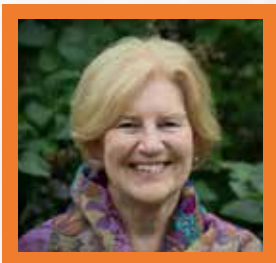
Partner, KPMG Taseer Hadi & Co
Pakistan



“Organizations around the globe have implemented ambitious DEI programs and continually seek to refine and enhance that work to make them as effective as possible in support of their staff, the clients they serve, and the communities in which they work. As organizations engage in strategic implementation of diversity, equity and inclusion (DEI) programming, the GDEIB assessment process reinforces the way in which companies should continually evaluate their programs to identify successes, determine gaps, and define priority needs to make their DEI commitment as impactful as possible.”

DR. KAREN FRANCIS

Vice President & Chief DEI Officer, American Institutes for Research
USA



“It has been an honour to be a Jury member for GDEIB Awards in Pakistan in recent years. Pakistan is achieving and creating global best practices as it uses the GDEIB to evaluate, set goals, and implement good DEI work and standards. As I reviewed submissions, I have learned of best practices in Pakistan that can be transferred around the globe. The Awards also create healthy competition amongst award applicants and winners to constantly raise performance. I am seeing good evidence of systemic work in organizations that will continue to enhance organizational performance, and make our workplaces and our world a better place for all! Congratulations to this year's Award winners!”

LYNDA WHITE

President, McLeod White, McLeod White and Assoc
Canada



“Judging the 2024 Pakistani GDEIB Awards has transformed my perception. The last few years have seen impressive strides in gender equality and inclusive diversity initiatives, including world-class campaigns tackling issues like gender equity. I sincerely congratulate and commend the dedication, innovation, and scale of programs by organizations across Pakistan seeking genuine impact in people's lives. Though challenges remain, the sheer quality of efforts from passionate groups and individuals signals hope and optimism that with this momentum, Pakistan can make rapid advancements in equality that serve as an international model. I feel honoured to witness and judge such outstanding work firsthand.”

GAMIEL YAFAI

Founder and CEO, Diversity Marketplace
UK

GLOBAL DIVERSITY, EQUITY & INCLUSION BENCHMARKS AWARDS & CONFERENCE 2024

SPEAKERS



Dr. Ishrat Husain
Former Governor
State Bank of Pakistan



Dr. Shamshad Akhtar
Caretaker Finance
Minister of Pakistan



Conrad Tribble
Consul General
U.S. Consulate General
Karachi



Atif Bajwa
President
Bank Alfalah Limited



Zaffar A. Khan
Former CEO
Engro Corporation



Musharaf Hai
Former CEO Unilever
& L'Oréal Pakistan
Chairperson Steering Committee
Women for Board Allies



Maheen Rahman
CEO
InfraZamin Pakistan



Memosh Khawaja
CEO Pakistan Institute of
Corporate Governance



Jamal Nasir
CHRO
HBL



Hajra Omer
Head of Human Resources
Nestlé Pakistan Limited



Tamkeen Sardar Faisal
Head HR
Engro Energy Limited



Tazeen Shahid
Chief People Officer
Jazz



Maria Tahir
Head of Legal,
Compliance & Company Sec
METRO Pakistan (Pvt) Limited



Beenish Kajani
General Manager HRBP
Engro Fertilizers Limited



Farhad Karamally
CEO
Funverks Global



Gull Zareen Khan
Head of HR & Corp Comms
Engro Polymer & Chemicals Ltd.



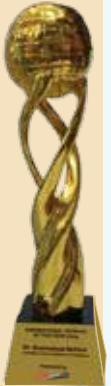
INSPIRATIONAL WOMEN OF THE YEAR



Dr. Shamshad Akhtar

Caretaker Finance Minister
of Pakistan

On the eve of International Women’s Day 2024, The Steering Committee of “Women for Board Allies” recognizes the meritorious contributions of Dr. Shamshad Akhtar, Caretaker Finance Minister of Pakistan by conferring upon her “Inspirational Woman of the Year” Award. As a Chairperson of the Board of Pakistan Stock Exchange and Pakistan Institute of Corporate Governance, Dr. Shamshad pioneered ESG (Environmental, Social, and Governance) Task Force to develop sustainability framework for business industry.



This Award serves as a testament to her unwavering commitment to advance ethical business practices, sustainability, and stakeholder engagement. With great pleasure and immense honor, HR Metrics congratulates Dr. Shamshad for her exceptional contribution to corporate governance. We hope that this strategic foresight and dedication will usher in a new era of responsibility, transparency, and accountability within the business community.



In the realm of leadership, there are those who not only excel but leave an indelible mark on the very fabric of an organization. Musharaf Hai, Former CEO Unilever and L’Oréal Pakistan served as Chairperson of The Steering Committee, Women for Board Allies. On the eve of International Women’s Day 2024, The Steering Committee acknowledges her thought leadership and meritorious contribution towards women leadership by developing three editions of women leaders’ directories.



Musharaf Hai

Former CEO Unilever & L’Oréal Pakistan
Chairperson Steering Committee
Women for Board Allies

Throughout her distinguished career, Musharaf demonstrated unwavering commitment, tireless dedication and visionary governance. As a trailblazer for women in leadership, she broke barriers and shattered glass ceilings, paving the way for a more inclusive and diverse future. During her remarkable journey with HR Metrics, she has not only shaped the trajectory of women leadership development but has also inspired others to reach new heights.

Chairman Securities and Exchange Commission of Pakistan, Akif Saeed presenting GDEIB Awards 2023 to the most inclusive companies, based on the performance of 2022



HBL



Engro Fertilizers Limited



Engro Vopak Terminal Limited



METRO Pakistan



Engro Polymer & Chemicals Limited



Muhammad Aurangzeb, President & CEO HBL

Why Diversity, Equity & Inclusion is important?

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 2020 research, companies with greater gender diversity were 25% more likely to experience above-average profitability compared to their counterparts. Similarly, companies with greater ethnic and cultural diversity were 36% more likely to experience above-average profitability compared to their counterparts.

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 ARE THE 15 ACTIONS NEEDED FOR WORLD CLASS DIVERSITY, EQUITY & INCLUSION?

These 15 Actions in four groups are from "Global Diversity, Equity & Inclusion Benchmarks: Standards for Organizations Around the World" by Nene Molefi, Julie O'Mara, Alan Richter and 112 Expert Panelists. www.globaldeibenchmarks.org will navigate to Global Diversity, Equity & Inclusion Benchmarks (GDEIB), and use GDEIB standards for gap analysis, benchmarking and strategy formulation.



Drive the Strategy

1. Develop a strong rationale for DEI vision, mission, and strategy and align it to organizational goals.
2. Hold leaders accountable for implementing the organization's DEI vision, setting goals, achieving results and being role models.
3. Provide visible, dedicated support and structure with authority and budget to effectively implement DEI.



Align & Connect

8. Ensure that assessments, measurement, and research include a DEI lens.
9. Make communication clear, simple to understand, and a crucial force in achieving the organization's DEI goals.
10. Educate all to achieve a level of DEI competence and confidence needed to create a diverse, equitable, and inclusive organization.
11. Connect the organization's DEI and sustainability initiatives to increase the effectiveness of both.



Attract & Retain People

4. Ensure that attraction, sourcing, and recruitment is done through the lens of DEI.
5. Ensure that DEI is integrated into talent development, performance management, advancement, and retention strategies.
6. Ensure that job design and classification are evaluated for bias and that compensation is equitable across key dimensions of diversity.
7. Achieve work-life integration, flexibility, and equitable benefits. Flexible work options are widely available and accessible.



Listen to & Serve Society

12. Be proactive in working with community, public and private partnerships, government, and society at large, and through philanthropy.
13. Embed DEI in services and products development to serve diverse customers and clients.
14. Integrate DEI into marketing and customer service.
15. Practice responsible and ethical sourcing. Develop and nurture underrepresented suppliers.

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.

GDEIB authors are the copyright holders and owner of the GDEIB - Nene Molefi, Julie O'Mara, and Alan Richter. All users of the Global Diversity, Equity and Inclusion Benchmarks (GDEIB) Standards are recommended to visit: www.globaldeibenchmarks.org.



How GDEIB Supports Sustainable Development Goals 2030?

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

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



SDG 4: Quality Education

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



SDG 5 : Gender Equality

Achieve gender equality and empower all women.



SDG 8: Decent Work and Economic Growth

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



SDG 9: Industry, Motivation and Infrastructure

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



SDG 10: Reduce Inequalities

Reduce inequality within and among countries.



SDG 16: Peace, Justice and Strong institutions

Promote peaceful and inclusive societies for sustainable development, inclusive institutions at all levels.



What is the 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.

What are the ultimate goals of GDEIB?

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



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.

What are the benefits of GDEIB?

1. Contribute to the greater good of society

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

2. Improving Organizational Performance

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

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

What is the usage of GDEIB in organizations?

Usage in Organizations

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



Engro Fertilizers Limited

How many dimensions of Diversity are there?

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

How many categories of awards are there?

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.



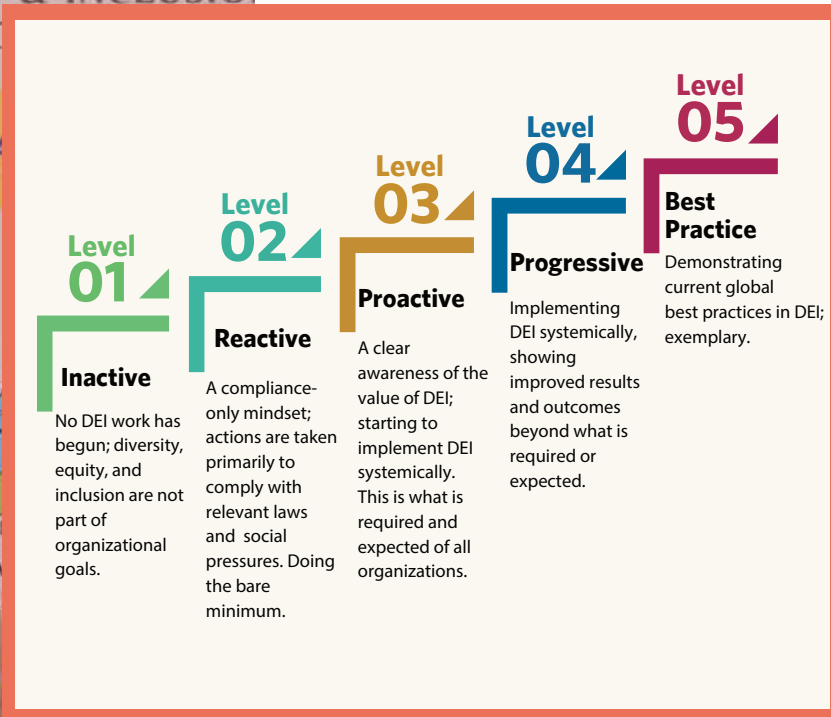
Global Diversity, Equity & Inclusion Benchmarks

How many levels of awards exist?

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



Pakistan Tobacco Company



What is the timeline for GDEIB Awards?



Speakers from the top 10 organizations will get speaking slots on the day of the Awards & Conference.

What are the 10 takeaways for GDEIB Award Winner Organizations

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

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

06

Opportunity for speaking slot to top 10 inclusive companies in the D&I annual conference at Karachi.

07

Complimentary publication of success story in Workforce Tomorrow magazine.

08

Video Recording in front of media wall for sharing with industry and 32,000+ social media followers.

09

Discount on GDEIB Professional Certification.

10

Discounted fee for additional participation in Global DEI Benchmarks Conference subject to availability.



What is the **Submission Process** for GDEIB Awards?

Please Note:

- Call for DEI Awards will start on 1 Sep 2024 and close on 31 Oct 2024.
- DEI initiatives/ programs for award submission should be undertaken during period 1 Oct 2023 to 30 Sep 2024. If started in previous years then it must be ongoing.

1. Visit the website of Global Diversity, Equity and Inclusion Benchmarks (the “GDEIB”) Standards and click on following URL to fill GDEIB User Form. www.globaldeibenchmarks.org
2. After filling the GDEIB User Form, you will be directed to another webpage to download GDEIB Standards.
3. GDEIB has **15 categories** for awards.
4. You may select any/all categories for which you want to make submission.
5. Each category has 5 levels including INACTIVE, REACTIVE, PROACTIVE, PROGRESSIVE, BEST PRACTICE Awards are meant for top 3 levels (**PROACTIVE, PROGRESSIVE, BEST PRACTICE**).
6. There is No award for INACTIVE and REACTIVE levels.
7. An organization can apply for minimum 1 category and maximum 15 categories.
8. Retain slides of categories for which you are making submission and delete slides of remaining categories.
9. Select only ONE level (Best Practice or Progressive or Proactive) for each applied categories.
10. To win award, you must comply with MORE THAN 50% benchmarks in relevant category.
11. For example if you apply for Best Practice of Category 1-Vision, you have to comply with at least 4 out of 6 benchmarks.
12. If you are complying with more than 50% benchmarks, your winning possibility is higher.
13. Award submission for each category should include a description in front of relevant benchmark.
14. Description for each benchmark should not exceed **200 words**.
15. Evidence must be included at the end of each description.
16. 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 (jpg, jpeg, video, URL).
17. Evidence material should be sufficient to substantiate proof of applicability of DEI benchmarks in organization.
18. Contact info@thehrmetrics.com to obtain access to secure Dropbox folder dedicated to your company.
19. Upload your Awards Submission Form along with evidence material and inform info@thehrmetrics.com via email.
20. HR Metrics team undertakes full responsibility to protect confidentiality of all information provided by the organizations, however if you wish to sign a “Confidentiality Agreement”, please send us for signatures.
21. Awards submissions will be assessed at two levels.
22. In 1st round, a team of global DEI experts will review all submissions/evidence for following ratings.
 - For example, an organization XYZ has applied for Best Practice in Vision Category
 - There are 6 benchmarks in Best Practice of Vision Category (Benchmarks 1.1 to 1.6).
 - Organization XYZ demonstrate implementation of at least 4 out of 6 benchmarks, hence qualifying for the Vision Award.
23. In 2nd round, a Panel of Jury will review the ratings of assessors for validation.
 - Where necessary, Jury members can change assessors’ rating with justification.
 - Assessors or Jury will not ask for any additional information. Any incomplete submission will not qualify for Award.

24. Jury decision will be final, non-challenging, and binding for all.
25. GDEIB Awards for the year 2024 will be announced on 31 Jan 2025 through a briefing webinar and press release.
26. GDEIB Awards will be presented during a ceremony at Marriott Hotel Karachi, 5 Mar 2025.
27. CEOs, CHROs and Diversity Managers of participating organizations will be invited for the Awards Ceremony.
28. CEOs of top 10 winner companies will be invited to speak during GDEIB Awards Ceremony.
29. For any further information, please contact info@thehrmetrics.com.

- Awards are decided by independent assessors and jury members on a merit-based criteria.
- Payment of processing fee is NOT a guarantee to win the award.
- Organizations participating in awards are not eligible to sponsor awards.

Processing fee is meant to cover following costs:

- Remuneration of assessment team.
- Awards venue booking, event management, seating and branding.
- Souvenirs for winner organizations.
- Food and refreshments during awards ceremony.
- Publication of D&I magazine to publish organizations success stories.

What are the guidelines for publishing DEI story in Magazine?



1. HR Metrics issues DEI magazine annually. It features DEI accomplishments of award winning organizations.
2. The magazine is published at the time of awards ceremony.
3. This magazine has printed circulation to top 500 companies in Pakistan, digital copy to 1,000+ users globally.
4. Awards participating organizations are allotted 1 page per company.
5. If you wish to publish your organization's DEI story in this magazine, please provide following content of maximum 500 words with supporting pictures.
 - Name of DEI initiative.
 - Purpose of the initiative.
 - Policies/ activities/ processes initiated/ undertaken by organization.
 - Result/ outcome
 - High resolution picture of CEO/CHRO/Diversity Manager with exact names and titles.
6. Dec 15, 2024 is the last date of contents for magazine.
7. Magazine also has space for paid advertisement companies' product/services.
8. For any further information, please contact info@thehrmetrics.com.

2023

Global DEI Benchmarks Awards

GUESTS OF HONOUR



Akif Saeed

Chairman
Securities and Exchange
Commission of Pakistan



Elizabeth A Sunday

Consular Chief
U.S. Consulate General
Karachi

JURY MEMBERS



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,
McLeod White and Assoc,
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
Pakistan

2023 Award Winning Companies



2023 Global Diversity, Equity & Inclusion Benchmarks Awards' Winners



Akif Saeed
Chairman Securities and Exchange
Commission of Pakistan



Elizabeth A Sunday
Consular Chief
U.S. Consulate General Karachi



Zahid Mubarak
CEO HR Metrics



HBL



Engro Fertilizers Limited



**Engro Vopak Terminal
Limited**



METRO Pakistan



**Engro Polymer &
Chemicals Limited**



Nestlé Pakistan Limited



Bank Alfalah Limited



HBL Microfinance Bank



Engro Energy Limited



Pakistan Tobacco Company



**Standard Chartered Bank
Pakistan Limited**



Jazz



Aga Khan University



AGP Limited



Faysal Bank Limited



Soneri Bank Limited



HRSG



Engro Corporation



**Abacus Consulting
Technology Limited**



PTCL



National Bank of Pakistan

2023 Global Diversity, Equity & Inclusion Benchmarks Awards' Winners



Novo Nordisk Pharma (Private) Limited



Greenstar Social Marketing (Guarantee) Limited



JS Bank Limited



Hashoo Foundation



foodpanda



Habib Metro Bank



**TPL Corp Limited/
TPL Properties Limited**



U Microfinance Bank Limited



United Bank Limited



Martin Dow Group



Mobilink Microfinance Bank



Bayer Pakistan Private Limited



PepsiCo Pakistan



Philip Morris Pakistan



Jubilee Life Insurance



Fauji Fertilizer Bin Qasim Limited



Feroze1888 Mills Limited



Nishat Mills Limited (Apparel Division)



Telenor Pakistan



ACT Engineering Services Pvt. Ltd.



Roots Millennium Education Group, Pakistan



FINCA Microfinance Bank Limited



Millennium Institute of Technology and Entrepreneurship

2022

Global DEI 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 Winning Companies



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



Habib Bank Limited



HBL Microfinance Bank



Standard Chartered Bank



AGP Limited



Bank Alfalah



Faysal Bank Limited



Engro Polymer &
Chemicals Limited



PTCL



Philip Morris Pakistan Ltd.



HRSG



The Millennium Education



JS Bank



TPL Corp Limited

2022 Global Diversity, Equity & Inclusion Benchmarks Awards' Winners



National Clearing Company of Pakistan Ltd.



TMUC



British Council Pakistan



Jazz



Novo Nordisk Pharma (Pvt). Ltd.



Feroze1888 Mills Ltd.



FINCA Microfinance Bank Ltd.



Telenor Pakistan



2021

Global DEI Benchmarks Awards

GUESTS OF HONOUR



Sima Kamil

Deputy Governor
State Bank of Pakistan



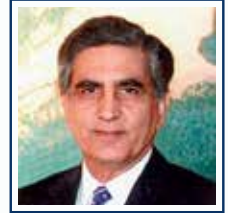
Dr. Shamshad Akhtar

Former Governor
State Bank of Pakistan



Sadia Khan

Commissioner
Securities Exchange
Commission Pakistan (SECP)



Zaffar A. Khan

Former CEO
Engro Corporation

2021 Award Winning Companies



2021 Global Diversity, Equity & Inclusion Benchmarks Awards' Winners



2021 Global Diversity, Equity & Inclusion Benchmarks Awards' Winners



AGP Limited



Hashoo Foundation



Philip Morris Pakistan Ltd.



KFC Pakistan



PTCL



Engro Polymer & Chemicals



HRSG



ICI Pakistan Ltd.



Telenor Pakistan



The Millennium Education



TMUC



Aga Khan University



Standard Chartered



TAF Foundation



Guests of Honor



HR Metrics Team

2020

Global D&I Benchmarks Awards

GUESTS OF HONOUR



Dr. Shamshad Akhtar

Former Governor
State Bank of Pakistan



Robert Silberstein

US Consul General
Karachi

2020 Award Winning Companies



Pakistan Petroleum Limited



2020 Global Diversity & Inclusion Benchmarks Awards' Winners



Dr. Shamshad Akhtar
Former Governor SBP



Robert Silberstein
US Consul General



Zahid Ali Mubarik
CEO HR Metrics



Zaffar A. Khan
Former CEO Engro



Qazi Azmat Isa
Chief Executive PPAF



Shazad Dada
President SCBPL



Usman Zahur
CEO PTC



Fatima Asad- Said
MD Abacus



Nadeem Ahmed
GM Engro Fertilizers



Nusrat Munshi
CEO AGP Limited



Amir Ramzan
CEO British Council Pakistan



Farwa Hasnain
Director HR Karandaz Pakistan



Fathema Zuberi
HR Director Unilever



Rahat Hussain
Manager PR Nestlé



Faisal Farooq
CHRO Khaadi



Mueen Afzal
Head HR KASHF Foundation



Nausheen Fatima
Regional Director Sales Telenor



Afzal Siddiqi
GM HR PPL



Raza Pirbhai
CEO KFC (Pakistan)



Asad Ali
Head HR HabibMetro Bank



Amir Khan
CEO FMFB



Jamal H. Shirazi
FM South PepsiCo



Saira Halai
GM HR HBL



Bushra Mazhar
Unit Head-Talent & OD Bank Alfalah

2020 Global Diversity & Inclusion Benchmarks Awards' Winners



Zeshan Taj
VP HR Engro Energy Limited



Carol J. Ariano
CHRO The Aga Khan University



Robert Silberstein &
Zaffar Khan



Zaffar Khan, Zahid
Mubarik & Shazad Dada



GDIB Award Winners



GDIB Conference Photo

2019

Global D&I Benchmarks Awards

GUEST OF HONOUR

2019 GDIB Conference



Kashmala Tariq

Federal Ombudsperson for
Protection Against Harassment



2019 Award Winning Companies



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 D&I Benchmarks Awards

GUEST OF HONOUR

2018 GDIB Conference



Roshan Khursheed Bharucha

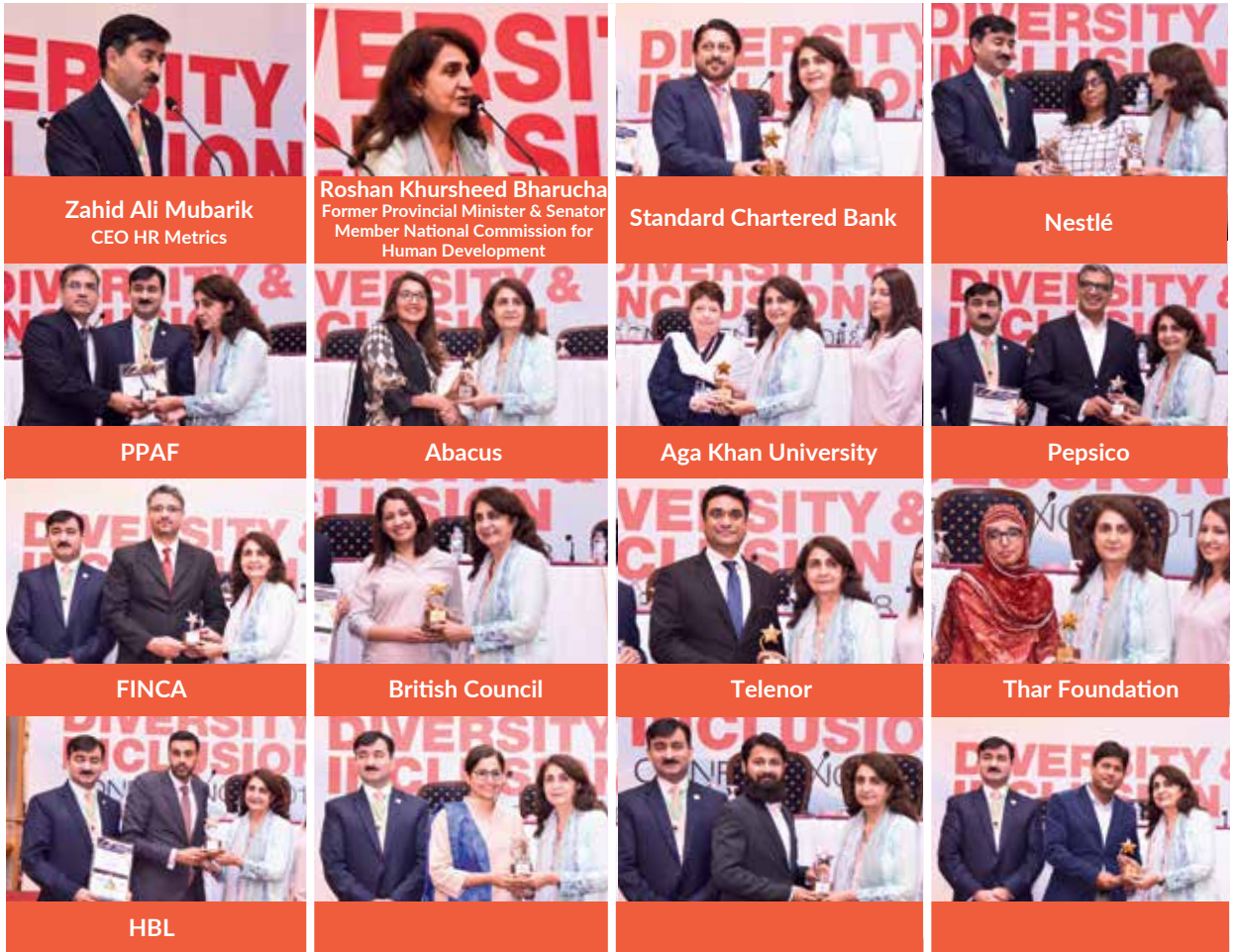
Former Provincial Minister
& Senator Member
National Commission for
Human Development



2018 Award Winning Companies



2018 Global Diversity & Inclusion Benchmarks Awards' Winners



2017

Global D&I Benchmarks Awards

GUEST OF HONOUR

2017 GDIB Conference



Marvi Memon

Member of the National Assembly of Pakistan



2017 Award Winning Companies



2017 Global Diversity & Inclusion Benchmarks Awards' Winners



Zahid Ali Mubarik
CEO HR Metrics



Marvi Memon
Member of the National
Assembly of Pakistan



Dr. Ishrat Husain H.I., N.I.
Former Governor
The State Bank of Pakistan



Telenor



Jazz



FINCA



Bank Alfalah



PPAF



Fatima Group



K-Electric



2016

Global D&I Benchmarks Awards



Governor House, Karachi

2015 Foreign Diplomats Roundtable



To gather ideas on Diversity & Inclusion Global best practices, the SHRM Forum Pakistan in collaboration with Ladies Fund Dawood Global Foundation and Fulcrum Consulting organized round table 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:

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



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GLOBAL DIVERSITY, EQUITY & INCLUSION BENCHMARKS AWARD WINNER'S SUCCESS STORIES



Redefining Success through Diversity and Inclusion

Diversity, Equity, and Inclusion at HBL

HBL, Pakistan's leading Bank, firmly believes that a workforce as diverse as the vibrant communities it serves is the cornerstone of success. With this belief, HBL has seen remarkable progress in gender equality and disability inclusion, transforming itself from an underrepresented company into an inspiration for others.



Muhammad Aurangzeb
President & CEO

Embracing Gender Equality: From Numbers to Empowerment

In 2004, HBL's female representation stood at a mere 3%. Today, with 22% and counting, the journey has been transformational. Initiatives like HBL Waapsi, providing flexible work arrangements, Daycare allowance and Falak Mentorship, and nurturing future female leaders, are not just numbers on a page; they are tangible tools empowering women to succeed. Diversity thrives when women rise. Through unwavering support and flexible frameworks, HBL nurtures a welcoming landscape for its 3500+ female colleagues, leading the way towards a brighter, more diverse future. The Bank believes in a workplace where every woman feels safe and empowered. The Bank's commitment, embodied in its Anti-Harassment Policy, fosters a culture where gender-based violence has no place. This commitment goes beyond policies. It is now embedded in our DNA. This affirmation is further showcased by our women who lead at all levels, from the remote Hunza Valley, where the first female Agriculture Finance Officer champions rural development, to the bustling heart of Jhelum, where the first female Retail Lending Head steers financial inclusion. These achievements are powerful symbols of progress, dismantling barriers and rewriting the narrative for women, one empowered colleague at a time.

With the support of Diversity Hub - HR Metrics, HBL led a first-of-its-kind Diversity, HBL led a first-of-its-kind Diversity Power Hour which provided a knowledge-sharing platform with leading industry experts sharing their insights and challenges.

Partnerships with organizations like Visa's She's Next and Circle Women for She Loves Tech offer support to women entrepreneurs. Most recently, the Bank signed a commitment to the United Nations Women's Empowerment Principles, solidifying its dedication to gender equality at all levels.



Jamal Nasir
Chief Human Resource Officer



Nadia Rana
Diversity Lead

Financial Inclusion: Empowering Women Within and Beyond HBL

Recognizing the interconnectedness of individual and societal well-being, HBL actively pursues financial inclusion for women beyond its walls. In 2023 alone, 200,000 new Nisa accounts (a banking platform dedicated to the women of Pakistan) were opened, nearly half a billion rupees were disbursed in SME financing to women entrepreneurs, and nearly 10 million female beneficiaries were covered through BISP disbursements. Initiatives like "Nanni Kissan" and "Agli Nasal" DVC promoted female education.

Diversity Beyond Gender: Building a Culture of Acceptance for All

HBL's vision for diversity extends far beyond gender. Recognizing that inclusion encompasses all walks of life, the Bank has made significant strides towards disability inclusion in 2023. Progress within HBL is evident. Where most organizations have annual internship cycles for PWDs, HBL launched a first-ever After-School Internship Program in 2023; with 2 successful cycles, training 9 bright students with disabilities. Enablers like sign language webcasts are now available with over 2,000 completions. Partnerships with organizations such as KVTC showcase the talents and products of people with disabilities.

Beyond its walls, HBL's 'Empowering through Inclusion' conference brought together industry leaders to share best practices and forge a united front in promoting inclusion across the board.

HBL's DEI journey is not just a policy; it's a living, breathing commitment woven into the very fabric of the organization. Through targeted initiatives and partnerships, we ensure equal opportunities and pave the way for everyone to reach their full potential. HBL's dedication to diversity, equality, and inclusion isn't a destination, it's a continuous journey we take together.



Saleena Beg
Disability Inclusion Lead



Bank Alfalah
The Way Forward

Inclusion of Community through Sustainability and Corporate Social Responsibility



Atif Bajwa
President & CEO



Faisal Farooq Khan
Chief Human Capital Officer



Rehan Naeem
Head - Culture Enablement

Driven by a commitment to creating lasting change, Bank Alfalah prioritizes social responsibility initiatives that empower lives and address critical needs. Focused on diversity, education, healthcare, mental well-being, financial inclusion, sports, and environmental sustainability, the Bank collaborates with trusted partners to deliver impactful programs.

Responding to Crisis: When the 2022 floods devastated Pakistan, Bank Alfalah stepped forward as the largest corporate donor, pledging USD 10 million. Immediate relief efforts included PKR 338 million utilized through distributing 30,000 ration bags, setting up tent villages, installing 2,200+ tents, and supporting healthcare facilities.

Sustainable Recovery: Moving beyond immediate relief, the Bank invested in long-term recovery projects. PKR 902 million funded sustainable housing, healthcare, education, and livelihood initiatives. Employee contributions and internal support ensured affected staff received care, with PKR 110 million dedicated to repairing and constructing more than 500 houses.

Healthcare for All: Recognizing healthcare as a critical pillar of well-being, Bank Alfalah contributed PKR 468 million by partnering with organizations like Aga Khan Foundation (PKR 200 million), Patients' Aid Foundation (served 720 patients through health care facilities in existing hospitals and at four pediatric emergency units), ChildLife Foundation providing medical care in flood-affected areas (helping 118,000 critical patients). Three mobile health vans were developed through Alamgir Welfare Trust, treating 15,746 patients (PKR 4.5 million). A maternity unit was upgraded and provided with an ambulance through Taraqee Foundation, Quetta. In addition, one hospital is under construction through Al-Mustafa Trust.

Empowering Communities: Sustainable housing remains a key focus. Partnerships of PKR 385 million with Karachi Relief Trust, Baitussalam, Sahil Welfare Trust, and Shahid Afridi Foundation have brought life to over 500+ houses. Subsidized loans of PKR 211 million through Akhuwat Foundation helped 908 individuals and families access resources and improve their lives.

Education for a Brighter Future: Investing PKR 49 million in education's transformative power, Bank Alfalah partnered with The Citizens Foundation to build a school and collaborated with Injaz Pakistan, Green Crescent Trust and Vital Pakistan to empower women. An annual scholarship fund at Habib University of PKR 6.4 million (pledged for 4 years), supports women, differently-abled individuals, and deserving students.

Shaukat Khanum Memorial Cancer Hospital and Research Centre, Karachi: The Bank played a vital role in the construction of the Shaukat Khanum Memorial Cancer Hospital and Research Centre in Karachi, contributing PKR 133 million to provide critical cancer care to countless patients in need.

Financial Literacy and Inclusion: Through the i-Care Foundation and NOWPDP, Bank Alfalah contributed PKR 6 million to initiatives promoting financial literacy and inclusion. The Sindh Institute of Physical Medicine and Rehabilitation received funds to train individuals with disabilities, while the Centre of Excellence for Financial Inclusion, run by NOWPDP, benefited from the Bank's support.

Beyond Basic Needs: Recognizing the importance of mental well-being and inclusivity, Bank Alfalah supported Karwan-e-Hayat (PKR 3 million) by establishing computer labs and a library for psychiatric patients. Pahchaan received a PKR 2.5 million funding for Mother and Child Health Promotion Centers, while Zindagi Trust's (PKR 7.4 million), digital arts program benefited female students.

Bank Alfalah's unwavering commitment to Corporate Social Responsibility extends far beyond financial contributions. By partnering with trusted organizations and fostering a culture of compassion, the Bank empowers individuals, builds resilient communities, and paves the way for a brighter future for Pakistan.





engro fertilizers



With Diversity, Equity and Inclusion at the very heart of our values and aspirations, it is EFERT's honor to be a part of GDEIB Workforce Tomorrow for the third year running. With every step we take towards establishing a workplace that fosters opportunities, support and growth for all, we renew our commitment to the cause of championing DE&I.



Ahsan Zafar Syed
Chief Executive Officer



Muhammad Saad Khan
Vice President -People & Facilities



Nida Qureshi
Diversity Lead

As a cross-industry organization, Engro Fertilizers has always been cognizant of its responsibility as an agent of change and a catalyst for positive transformation. We have been determined and insistent in our endeavors and have made great strides in cultivating practices, norms and structures that adhere to our values. Our commitment to providing more opportunities for women reflects a strategic effort to break away from historical biases, opening doors for women in roles that were traditionally considered beyond their reach.

This year, our focus was also centered on bringing more women into leadership roles, resulting in a fivefold increase. To ensure a robust pool of women prepared for leadership positions, we've dedicated efforts to hire women across various roles: 34 women as Trade Apprentices (TAs) out of 75, 12 women as Graduate Trainee Engineers out of 35, and 9 women in M1 and M2 roles out of 27. This translates to 40% of women being hired at the entry-level, marking a significant increase from the 25% recorded last year.

Facing the challenge where 89% of our roles are field-based and/or remote, with 31% in Marketing, we currently have 4.9% women in respective Marketing positions. Acknowledging this gap, we've initiated an enabling platform called Parwaaz. Its objective is not only to recruit women in Marketing Field Roles but also to bridge the perceived gap between conventional and unconventional roles, create spaces which are made for women to thrive at, and equal the playing field for them.

Earlier this year, EFERT proudly initiated its Internship initiative in collaboration with the Karachi Down Syndrome Program (KDSP). We successfully welcomed our first batch of interns, marking a significant step towards a future that prioritizes accessibility and opportunities for all. Presently, we have a workforce comprising 13 employees with disabilities (PWDs), and we are ambitiously aiming to amplify this number 2.5 times by the year 2025.

Our efforts to establish diversity span across gender, ability and even age. With the introduction of our Reverse Mentorship Program, EFERT introduced the novel idea of our interns' mentoring members of the Management Committee and vice versa, allowing us to bridge gaps across generations and bring fresh perspectives.



#ENablingGROWth
is not just a tagline;

it's a mantra that embodies our Company's relentless pursuit of enabling growth, not just for itself but for the countless lives it touches.

Engro Fertilizers was also invited to the 'Asia-Pacific 2023 WEPs Forum: Accelerating Business Action for an Equal Future' in Manila. There, we shared insights with industry peers on 'Creating Inclusive Workplaces,' showcasing our best practices and outlining our future aspirations. It is heartening to note that our ongoing efforts and endeavors have received recognition: Engro Fertilizers won the title of Most Preferred Employer in the Manufacturing Sector at the Best Place to Work Pakistan Awards 2023 and, once again, secured the 3rd position at the Employer of Choice – Gender Diversity Awards. This recognition across various forums stands as a testament to our unwavering commitment to fostering a workplace that upholds the highest standards of Diversity, Equity and Inclusion.

Engro Fertilizers is not just a Company; it's a powerhouse of empowerment and progress. In the spirit of nurturing talent, Engro Fertilizers not only invests in its workforce but also sows seeds of growth for the community and country. It's not just about building a strong organization; it's about fostering a robust ecosystem that thrives on the brilliance of its diverse minds.

HBL MfB's Diversity, Equity and Inclusion Agenda

DEI is a core strategy driver for HBL MfB as the bank is providing financial access to the unbanked and under privileged segment of the society including women clients. Enhancing the gender diversity in staff is, therefore, vital in pursuit of the ambition to make financial solutions available to women clients. The bank has established a strong governance structure to ensure DEI and has implemented a board approved financial inclusion policy driven by its financial inclusion committee. A management level diversity council has been formed, comprising of senior management members and led by the CEO. The council's primary objective is to oversee and enhance the integration of a robust gender perspective into the implementation of the Bank's policy, action plans, and practices.

The Bank has been undertaking multiple measures to improve Diversity Equity, and Inclusion Index by adopting gender diverse hiring practices and providing a supportive, respectful and safe work environment for our women colleagues. Additionally, gender friendly policies and career growth opportunities have helped in attraction, retention and development of women staff. We are proud to share that gender diversity ratio has improved to 20.15% in 2023 as against 17.49% and 15.63% in 2022 and 2021 respectively. To support this drive, several initiatives were undertaken as mentioned below:



Muhammad Amir
President/CEO



Wajid Ali
Head Human Resources



Abdul Khaliq Khan
Head Talent & OD (DEI Manager)

International Women's Day 2023

Event with the title 'Embrace Equity' was celebrated along with an engaging workshop followed by launching a women product line branded as 'Mashal'. Women attendees were presented with Mashal Memento. Women of Substance digital series was also circulated Pan Bank which featured leading ladies of the country from different fields.



Women Champions, Core Values & Customer Service Drive

Values drive has been initiated pan Pakistan by HR in collaboration with Service Quality department where staff members developed an understanding of our revised Core values & Customer Service & appointed 436 Women Champions were trained on their KPIs, gender sensitization and workplace harassment.



Pinktober

A session was conducted in collaboration with 'Pink Ribbon' to create awareness on the disease among women staff of the bank. A digital campaign was executed in which emails circulated Pan Bank for a week to raise awareness about the cause, symptoms, early detection, myths and facts of the disease.

- DAP & Gender Sensitization Drive
- Women Return-ship Program
- Khaas Internship Program for DAPs
- Child Care Assistance Program
- Mother's Day Events
- Other Women Centric Events

Anti- Harassment & Zero Tolerance Policy

We initiated a bank-wide campaign focusing on the Sexual Harassment Policy. All staff members have undergone training on this policy. This initiative is continuous and forms an integral component of our regular induction, orientation, and refresher programs.





Aamir Ibrahim
CEO



Tazeen Shahid
Chief People Officer



Sarwat Salahuddin
Chief Ethics and Diversity Officer

Driving gender equality and empowering women in society at large through its products, services, employee programs, and sustainability initiatives is a priority at Jazz. While there are multiple initiatives, Jazz's partnership with Lahore University of Management Sciences (LUMS) to design a transformative program named 'Empower' for women leadership development has been a resounding success. Through this program, seventy women from Jazz and thirty women from external companies were trained during a three day residential program at LUMS. This collaboration demonstrates Jazz's commitment to creating impactful opportunities, empowering women to thrive in leadership roles, and shaping a future where their voices are heard and valued.



Jazz strives to improve the lives and livelihood of women through technology. To materialize this plan, Jazz has collaborated with UN Women to provide digital and financial inclusion to women from underprivileged areas of Pakistan as 62% of Pakistani population lives in rural areas. In 2023, Jazz teams visited Rural Punjab, Sindh, Baluchistan and KPK. Despite facing cultural and infrastructure challenges in these rural areas, Jazz teams successfully concluded the training sessions and digitally empowered three thousand women by issuing Jazz SIMs and enabling them to become a part of the digital network.

Digital knowledge imparted during these sessions covered Internet connectivity, Jazz Digit 4G Handset offer, Jazz Cash Wallet and Digital skills including Facebook, YouTube and WhatsApp. Jazz strives to continue these training programs in future and include the women from rural areas in our loyal customer base as they possess the talent and entrepreneurial skills for growth but barriers related to culture and infrastructure restrict them from being connected to the digital world.



Empowering Lives of Persons with Disabilities through Faysal Islami Qabil Internship Program



Yousaf Hussain
President & CEO



Monis Mirza
Head Human Resources



Habiba Sulman
Head DEI & Leadership Development

Faysal Bank, at the forefront of innovation and inclusion, launched the **Faysal Islami Qabil Internship Program** in 2021, becoming the pioneer among banks in Pakistan to initiate such an impactful endeavor. This groundbreaking initiative is aligned with our strategic vision to enhance Diversity, Equity & Inclusion.

The Qabil Program stands as a testament to the Bank's commitment to fostering a diverse, equitable, and inclusive workplace. With a primary focus on providing meaningful opportunities to Persons with Disabilities (PWDs), the program aims to bridge gaps and create an inclusive environment where everyone can thrive personally as well as professionally.



The Financial Inclusion of Persons with Disabilities (PWDs) Framework serves as the guiding light for our initiative:

01. Ensuring a special budget to facilitate integration of the differently abled staff into the workplace.
02. The program is designed not only to provide valuable work experience but also to sensitize existing staff members thereby fostering a deeper understanding of collaboration with the differently abled colleagues.
03. Differently abled interns receive stipends in line with market practices, and HR ensures reasonable accommodations when necessary, promoting a supportive work environment.

The Qabil Program has already made a significant impact, with the launch of its 2nd phase of Batch III in October 2023. Since the inception of this program, over 50+ internship opportunities have been provided, reflecting Faysal Bank's commitment to creating pathways for professional development. The job placement ratio currently stands at an impressive 60-70%, exemplifying the program's effectiveness in translating internships into meaningful employment opportunities.

In October 2021, we at Faysal Bank achieved a notable milestone by successfully placing five visually impaired interns in our contact center, with each intern securing a permanent position. This success story underscores the tangible outcomes and transformative potential embedded within the Qabil Program.

As we continue to expand and refine our initiatives, Faysal Bank is scaling up its operations, with a focus on impacting the lives of Persons with Disabilities (PWD). We remain steadfast in our commitment to champion Diversity, Equity, and Inclusion. The Qabil Program exemplifies not only our dedication to creating equal opportunities but also our commitment to building a workplace that celebrates the unique strengths and capabilities of every individual.



Soneri Bank



Muhtashim Ahmad
President & CEO



Amin A. Feerasta
Deputy CEO



Ahsan Mushahid
Chief Operating Officer



M. Merajuddin Ahmed
Head of HR, Legal and
General Services



Saman Abbasi
Head L&D and Chief
Diversity Officer

Soneri Bank believes that Diverse teams display better performance and produce better results. Diversity has a direct impact on an organization's culture and environment. Soneri Bank holds gender diversity, equitable opportunities, and differently-abled inclusion at the center of its DEI strategy.

SNBL has devised strategies to ensure financial inclusion of females by improving access to banking services and increasing female workforce by ensuring fair recruitment practices and support through childcare, maternity, paternity, Iddat leaves and mentorship programs. Soneri Bank firmly believes in creating an enabling environment where women can work comfortably and confidently.

Females at Soneri have high vintage and some of them are with the Bank since its inception. From 12%, we have come up to 17% female workforce within two years. We have Disciplinary Action and Harassment Committees that include females to ensure that ladies have platforms where they can voice their concerns. Our succession plans have a fair number of females solely based on performance without any consideration of Gender or disability. Providing equal opportunities for females to have control of their financial and professional endeavors is extremely important for socio-economic growth. Pakistan's 49% population is women and many of them have no access to financial services. SNBL has partnered with SBP in National Financial Literacy Program and for past 3 years, the female participation and account conversion rate stayed above 90%. The Bank has been recognized by SBP and received awards in multiple regions for being top performer in NFLP female participation. To fulfill the vision of DEI, the Bank has rolled-out learning interventions on Gender sensitization, Workplace Harassment and PWD Sensitization. Our High Potential Female Mentorship Program has shown tremendous results and more than 45% females have been elevated either in grade or role within first year of the program. Senior executives of the Bank are involved as Mentors. A Line Managers Program on Gender Sensitivity has also been rolled-out facilitated by our Certified Trainers, also catering to our branch managers who have been designated as Gender Champions at Soneri. Our learning interventions have also been designed to ensure inclusiveness by using voiceovers in our e-learning modules to support visually impaired and subtitles to facilitate hearing impaired staff.



Soneri Bank is partnering with NOWPDP and Disability Welfare Association to facilitate Persons with Disabilities in hiring and career advancement. The Bank also published a dedicated newsletter on DEI showcasing our commitment. Senior Leaders including the CEO, DCEO and Head HR have clearly voiced out their support for the Bank's DEI strategy and initiatives which has been communicated through internal and external communications.

SNBL has employed staff from all ethnicities and religions with expertise in various regional languages. We have a network of more than 460 branches in 160 cities with great presence in Gilgit Baltistan. We also have staff trained on sign language to ensure that we have interpreters across all regions.



Soneri Ladies First product suite is specifically designed for ladies. This suite facilitates provision of inclusive financial services to females. At SNBL, we value staff experience and strive to take steps that improve staff satisfaction. Our policies aim to promote an environment where the staff feels respected, valued, and fairly treated. Our leaders are the role models, showcasing the right behaviors to create an enabling culture. Our values serve as a guiding light and a framework for Soneri Bank to maintain a healthy workplace and a dynamic company culture showcasing Soneri's Roshan Har Qadam.



engro polymer & chemicals

Engro Polymer & Chemicals Ltd is an organization committed to diversity, equity, and inclusion (DE&I). We believe in providing equal opportunities for everyone, and we're on a journey to build a workplace that embraces and celebrates differences.

In 2023, we took yet another bold step towards breaking gender stereotypes by **introducing women to non-traditional technical roles**.

Among our latest cohort of highly skilled technical trainees, an impressive 27% (14) are accomplished women who made it purely on open merit. It's not just about recruitment; it's about recognizing and nurturing talent. We are proud to share that 2 of our talented women trainees have been confirmed as **our first women assistant operations engineers**, due to their performance par excellence.

But our commitment to diversity goes beyond gender. This year, we welcomed three People with Different Abilities (PWDs) interns in our team. Moving forward, we have designed a specialized curriculum which will help people with different abilities to become part of mainstream job roles, starting from data entry roles to advanced SAP-intensive technical positions. In view of our desire to be inclusive and to increase our outreach across Pakistan, we are offering guest house accommodations for our out stationed trainees and Junior engineers.

Since we understand that diversity is more about creating an inclusive environment where everyone feels a sense of belongingness, we conducted **sensitization training** for all our **employees**. This program is designed to cultivate an inclusive culture where everyone is educated and empathetic towards the **'diverse other'**. These sessions are now an integral part of our onboarding process. To take it a step forward we have also engaged with our **third-party contractors and are ensuring that their employees are also sensitized** on similar lines.



Jahangir Piracha
CEO



Adeel Qamar
Vice President – Supply Chain and HR & Admin



Gull Zareen Khan
Head of HR & Corp Comms

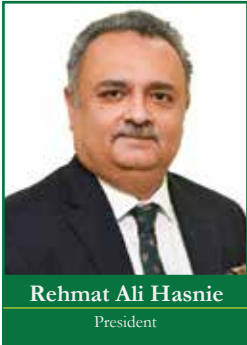
Moreover, while we are **increasing the representation of women** in entry-level positions, we are focusing on developing their leadership skills as well, therefore post the successful closure of Breaking the Glass Ceiling Program, we have launched **Breaking the Glass Ceiling Program – Chapter 2**. With the help of such concerted efforts, three remarkable women have been promoted to middle management roles, and one has recently been promoted to the senior management level.

To ensure that our commitment to DEI is ingrained in our culture, we have established an **Employee Resource Group (ERG)** on Meta Workplace where our employees can openly share their diverse and inclusive stories. Additionally, our DEI initiatives are now prominently featured on our company website <https://www.engropolymer.com/diversity-equity-and-inclusion/>, showcasing our **family-friendly policies**, which include maternal and paternal leaves, off-track facilities, mental well-being policies, accommodation, child-care, and skill development programs.



Our efforts go beyond EPCL and its employees; through our CSR budget, in collaboration with the Engro Foundation, we have launched our Umeed-e-Nouh Forklift Program. This initiative aims to provide forklift driving training exclusively to women. This will help us in breaking barriers by empowering individuals to explore and excel in areas they might not have considered before. And to help them become financially independent.

Our DEI journey is ongoing, and we're excited about the positive impact it will have on our team, our culture, and our collective success.



Rehmat Ali Hasnic
President



Mirza M. Asim Baig
Group Head (A) HRMG



Hufriah R. Shroff
SVP/Divisional Head-
Organizational Effectiveness

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 Abled 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.



Pakistan Tobacco Company's Bold Commitment to Diversity and Inclusion: A Vision for 2025 and Beyond

PTC, in navigating the ever-evolving landscape of corporate responsibility, is a beacon of unwavering commitment to diversity and inclusivity. Acknowledging the profound influence of these values on societal, consumer, employee, and shareholder well-being, PTC launches its 'Bold Ambition to 2025,' targeting an increased representation of women in management roles and senior leadership teams.

Facing socio-economic challenges head-on, PTC proactively fosters an inclusive culture through multiple initiatives such as the 'Women in Leadership'. The 'Women Inclusion Network' was initiated to cultivate a supportive female community, fostering allyship and empowering women in our organization. These programs serve as catalysts in developing female talent within the organization, turning PTC's commitment from mere rhetoric into measurable, tangible efforts.



Ali Akbar
General Manager and CEO



Faiza Imtiaz
Head of Talent, Culture & Inclusion

Recognitions from the Top Employer Institute, GDEIB, and OICCI reinforce PTC's standing. The integration of diversity and inclusion into performance objectives and meetings across all levels, coupled with a robust governance structure and D&I dashboard, ensures accountability for achieving our ambitious goals. PTC's D&I framework seamlessly aligns with talent management, emphasizing the goal to increase women's representation in senior leadership. The "Flight Risk Simulator" employs data-driven retention strategies, addressing the challenge of maintaining a diverse and inclusive workforce. This year, the pilot program 'The Human Deal' further revolutionized talent management, by addressing individual needs across diverse life and career stages, enabling employees to align work goals with life goals.



PTC's commitment to diversity and inclusivity, evident in its Group-wide strategy, is further emphasized by Flex Work Policies promoting work-life balance. Initiatives such as flexible timings and work-from-home Friday options play a crucial role in cultivating an inclusive and employee-centric culture within the organization.

Employee engagement and inclusivity are paramount, demonstrated through the biennial "Your Voice" survey, transforming employee insights into actionable plans aimed at cultivating a more engaging work culture.

PTC takes the extra step by conducting focus groups to delve deeper into employee insights, a notable instance is our newly introduced cultural transformation initiative, "Daira," to establish psychological safety for all employees in the workplace. The "People & Culture Club" reinforces PTC's commitment, acting as an executive committee that nurtures employee ideas captured in these focus groups. The recently introduced 'Let's Talk' initiative encourages unscripted conversations between employees and the executive committee, marking another notable stride toward fostering an open culture. PTC's dedication to fostering progressive and diverse workplaces transcends mere words, materializing through strategic actions and behavioral transformations. Attaining top-down targets involves robust training, development, and innovative tools like THE GRID for self-directed learning. Essential to this effort is in-house mandatory training, featuring critical Diversity and Inclusion subjects. Notably, PTC's "Leading Teams" program takes a forward-looking approach, with Inclusion standing out as a cornerstone. Furthermore, mentorship programs are established to nurture and develop identified key talent for future leadership roles. Observable behavioral shifts include expanded opportunities for women, a culture embracing remote work, and the triumph of initiatives like SheReturns, a program designed to facilitate the re-entry of women into the corporate sphere after career breaks. SheReturns underscores PTC's steadfast commitment to diversity and inclusion. This program aligns seamlessly with the overarching strategic vision of increasing women's representation in leadership, with a steadfast commitment to meritocracy.

In conclusion, PTC's journey toward a diverse and inclusive future is a corporate initiative turned into a pledge. Through visionary leadership, measurable goals, and a commitment to transparency and accountability, PTC stands as a role model in the pursuit of a brighter and more inclusive future, shaping a workplace that mirrors the richness and diversity of the world around it.



UBL, one of Pakistan's most leading progressive and innovative bank, is committed to promoting diversity, equality, and inclusivity (DEI) across all facets, from its workforce to customer base and broader societal engagement. The Bank takes pride in its diverse workforce, consisting of various ethnicities, backgrounds, genders, and religions, mirroring the richness of Pakistan's diverse population. There is a secure and inclusive environment reinforced by a robust reporting mechanism which eradicates workplace discrimination, harassment, and victimization.



Women empowerment is a key at UBL, highlighted by a steady increase in the ratio of female employees (from 17% to 22% within two years). The bank's proactive steps include a paid internship program and opportunities for women to assume key roles in the frontline branch network including Branch Manager and Branch Operations Manager positions. Special Job category created for females in branches such as "Relationship & Service Associates". UBL further empowers women with exclusive rate breaks on personal and auto loans, fostering financial stability and independence. Beyond financial services, UBL collaborates with governmental and non-governmental organizations to promote women's entrepreneurship, education, and overall well-being. The introduction of specialized products such as the Urooj account for women and the Asaan digital account for everyone highlights UBL's commitment to inclusivity. UBL supports causes that resonate with the bank's DEI agenda. UBL played a leading role in sponsoring the Women's League of Basketball, celebrating women's sports skills. The league spanned over 2 months in 2023 with Karachi's best female basketball players competing head to head every week. The bank also supports Karachi Down Syndrome Program (KDSP), a non-profit initiative empowering individuals with Down Syndrome by sponsoring its carnivals and initiatives. UBL's commitment to women's mobility is evident in its partnership with United Motors, providing exclusive discounts on scooties to enhance accessibility and participation in various activities. The bank further encourages women to build wealth through attractive discounts on mutual funds investments, fostering financial literacy and independence. In a groundbreaking move, UBL recently opened full-time permanent positions to Pakistani youth without a university degree through the "Our Youth, Our Future" OG-IV Program. This initiative provides job stability, educational assistance and career growth opportunities, exemplifying UBL's commitment to inclusivity and diversity.

UBL extends its dedication to financial inclusion to persons with disabilities (PWDs). The bank ensures accessibility, convenience, and comprehensibility for PWDs through measures such as ramps, specialized restrooms, talking ATMs, and reserved parking at 35 branches nationwide. PWDs receive priority treatment with a dedicated Q-matic at branches, while financial awareness sessions enhance their financial literacy. UBL's unwavering commitment to DEI goes beyond lip service, actively uplifting diverse communities and contributing to a more inclusive society.



Brightening Horizons:

Empowering Youth through Family Planning and Family Healthcare Initiatives

Greenstar Social Marketing is at the forefront of upholding Diversity, Equity, and Inclusion values at each level in the organization and in society at large. The organization has been working since 1991 to contribute to the development of Pakistan through Family Planning and Family Health solutions, empowering women, and families to make informed decisions hence reducing maternal and child mortality and morbidity.



Dr. Syed Azizur Rab

Chief Executive Officer



Shahma Zahid

GM HR & Administration



Asra Izhar

Senior Manager Human Resources

Pakistan is the 5th most populous country in the world and is estimated to be the fourth most populous by 2050. Having such a substantially large population comes with burdensome challenges such as scarcity of resources, inadequate healthcare, and education. Yet, within these challenges lie opportunities, considering that 64% of the population comprises of youth (aged 30 and below). Harnessing this demographic dividend holds the key to steering the country towards a future where our youth becomes a driving force for positive change and sustainable development. Looking to tap into this potential and in line with its strategic DEI objectives, Greenstar Social Marketing is working on empowering youth through family planning and family healthcare initiatives with local government and international partners.

Catering to the Community, Government Relations, and Philanthropy Benchmark of GDEIB, through its collaboration with Punjab Population Innovation Fund (a public sector NGO), Greenstar is working to create awareness and educate youth at community and educational institution level.

INTERVENTIONS IN SARGODHA AND OKARA DISTRICTS

Community level interventions are being executed with the goal of improving Family Planning knowledge, developing positive attitudes, and practices by applying systematic and evidence-based Social and Behavior Change Communication activities. These activities include building Sitara Houses (community based Sustainable Youth Friendly Eco-system), holding open mic sessions and theater performances for creating aware-

ness on family planning, male engagement and conducting neighborhood meetings and youth sessions. The purpose of the interventions is to increase uptake of modern contraceptives among young couples of 15-29 years, increase accessibility to reliable and respectable Family Planning and Reproductive Health information, counselling, products, and services and to develop an effective community-based referral mechanism.

KHUD KO PEHCHAANO PROJECT

Through Khud Ko Pehchaano Project, Greenstar is creating awareness and educating youth at the university and college level so that when they enter their practical life and get married, they can make informed decisions about their health and family planning. The training comprises of modules on pre-marital counseling, healthy timing and spacing of pregnancy, sexual and reproductive health, and modern contraceptives. By equipping the youth with the tools to make conscious choices about their reproductive health and well-being, Greenstar is fostering a culture of sustainability that resonates through generations, emphasizing the deep impact of individual choices on a collective future.





AGP Limited Pioneers Holistic DEI Strategies, Integrating Values Across the Business Spectrum



Kamran Nasir
Group CEO



Junaid Jumani
CHRO



Maham Khan
Lead Employee Engagement & DEI



In an era where corporate social responsibility is paramount, AGP Limited has risen as a trailblazer not only in the marketplace but also in the realm of Diversity, Equity, and Inclusion (DEI). Going beyond traditional gender-centric initiatives, the company is actively pioneering a holistic approach, integrating DEI principles into its operations and expanding its commitment to include persons with disabilities. AGP Limited's dedication to DEI extends far beyond individual-focused programs, as the company actively integrates these principles into its value chain. Recognizing that true change necessitates a cultural shift at every level of the organization, AGP Limited has engaged in collaborative efforts with suppliers and partners who

share its unwavering commitment to diversity and inclusion. By ensuring that DEI becomes inherent to every aspect of its business, the company is setting a new standard for responsible business practices. The introduction of a day care center for both men and women, a gender-inclusive gym, and the deliberate representation of women in various roles underscore AGP Limited's commitment to fostering an inclusive environment. The company acknowledges the diverse needs of its workforce, proactively addressing challenges faced by working parents, promoting overall wellness, and challenging gender norms within traditionally male-dominated sectors. AGP Limited takes a bold step in championing women's leadership in STEM fields through women-led Lean In circles, aptly named Parwaan. These circles serve not only as a support network for women in STEM but also act as catalysts, inspiring more women to pursue and excel in critical domains.



Recognizing the often-overlooked aspect of financial literacy in DEI conversations, AGP Limited ensures that its training programs are specifically designed to increase female financial literacy. This demonstrates the company's commitment to addressing fundamental aspects of personal and professional growth. In parallel, AGP Limited has introduced a returnship program for women called Himmatwali. This initiative aims to provide a structured platform for women returning to the workforce after a career break. Himmatwali offers mentorship, skill development, and a supportive environment, empowering women to re-enter the professional arena. To further enhance its inclusive environment, AGP Limited has introduced mutual respect and inclusive language policies. These policies emphasize the importance of using language that respects all individuals, regardless of their background.

This initiative fosters a workplace culture where every employee feels valued and respected. Additionally, AGP Limited is actively working to break societal taboos in Pakistan by focusing on educating women on feminine hygiene. Understanding the cultural sensitivities around the topic, the company is dedicated to providing information and resources to women, creating awareness about menstrual hygiene, and offering free sanitary napkins through dispensers in workplace restrooms. This initiative not only addresses a critical health aspect but also contributes to breaking the stigma associated with feminine hygiene.

In conclusion, AGP Limited's journey towards a more diverse, equitable, and inclusive workplace is not just an initiative; it's a comprehensive and strategic effort. By embedding DEI into its value chain, actively integrating people with disabilities, and fostering a culture of inclusivity, AGP Limited sets a precedent for responsible business practices. As the company continues to prioritize and invest in these areas, it stands as a beacon, guiding other organizations to redefine their commitment to DEI and contribute to a more equitable and inclusive future.



Introduction

At Abacus, our commitment to DEI transcends mere statistics; it's ingrained in our culture. Since 1987, our focus is on fostering an inclusive workplace free from barriers of caste, creed, color, or gender. This paradigm shift is reflected in our leadership composition. Female representation at the highest levels, including the CEO, Fatima Asad-Said, and a Board Member, embodies our commitment to gender parity. Currently, three of our practice areas i.e Strategy & Corporate Finance, Corporate HR & AMOS, are led by female leaders, two of whom have ascended through the company ranks over the last two decades.



Fatima Asad-Said
CEO



Maria Safdar
Head of Corporate HR



Sehar Ali
Manager Talent Management
and D&I

CEO's Vision and Collaborations

Under the visionary leadership of our CEO, Abacus has forged impactful collaborations last year. We became a member of the WEPs global community, demonstrating our commitment to making a difference for gender equality and women's empowerment in the Workplace, Marketplace and Community. Ms. Fatima's representation as the sole female CEO from Pakistan at the Digital Cooperation Organization in Riyadh further exemplifies our dedication to promoting diversity and inclusion not only within our organization but also in our external engagements.



(DEI) Strategy

Our comprehensive DEI strategy is deeply integrated into our job descriptions, team compositions, and measurable goals. Abacus' strategic DEI efforts since FY 2021 have resulted in a commendable progression from a 30:70 to a 35:65 female to male ratio by FY 2022-23. We also champion a multigenerational workforce, embracing 70% Millennials, 14% Gen Z, and 11% Gen X employees. Last year, a female employee (Sehar Ali, Manager Talent Management) amongst 4000+ employees was chosen

as Employee of the Year highlighting our merit-based recognition process. Our workplace culture emphasizes psychological safety and human rights and the Employee Engagement Survey, conducted with Mercer, revealed a notable 65% rating in favor of superior work-life balance, surpassing the industry average of 61%. This positive outcome was supported by flexible policies like Abacus Anywhere, enabling remote work.

Learning Initiatives

We have consciously integrated DEI goals into our transformative learning programs. The Futurist - Abacus Emerging Leaders Program drove growth with 15% female and 60% mid-level staff representation. The Abacus NextGen Women Leaders Program empowered female staff across regions, featuring male graduates mentoring in the Allyship Program. To upskill our sales team, we collaborated with Center for Creative Leadership and launched Abacus Sales Excellence Program which included ten female members among 40 participants. A female achiever secured 2nd position among our top performers, reinforcing our commitment to DE&I in diverse team dynamics. The essence of Abacus' DEI efforts is also reflected in our Core Values: Accountable, Bold, Courteous, Learners, Team Players, Open.

This year we celebrated a 7-day Value Week where employees shared stories on VivaEngage showcasing how these values drive our inclusive culture on daily basis.

DEI Initiatives and Recruitment Practices

In our DEI-driven recruitment for FY 2024, we're committed to fostering balanced female representation in senior roles by actively prioritizing their recruitment, development, and advancement within Abacus. We have also automated our hiring process including assessments and panel interviews which signifies a pivotal shift to systematically eradicate biases. We also partnered with **Knowledge Streams** to facilitate education access for underrepresented groups, exemplifying our commitment to providing equal opportunities to diverse groups.





Hasan Azhar

Group CEO



Sadaf Hatif

CEO



Faiza Tariq Qureshi

Group Head – People & Culture



Talha Abbasi

Senior Manager – People & Culture

Since its inception in 1992, HRSG has remained steadfast in its mission to foster a culture deeply rooted in diversity, equity, and inclusion (DEI). Across all facets of its operations, HRSG has meticulously honed strategies to embrace diversity, from recruitment practices to product development, all while championing a work environment that empowers individuals. This commitment to DEI is an integral part of HRSG's DNA, driving the organization's success and ability to cater to a diverse clientele.

Our culture thrives on embracing discomfort as a pathway to learning. We consciously engage with individuals from multifaceted backgrounds, fostering an environment where diversity and inclusivity are celebrated across all dimensions. This approach forms the backbone of our Unique Selling Proposition (USP), enabling us to cater to a global clientele with top-tier offerings, drawing strength from the diversity within our workforce. Central to our success are our people, the architects of our cultural landscape. We take immense pride in providing a nurturing work environment aligned with best practices, ensuring ample opportunities for growth and engagement. Our commitment extends beyond the workplace, allowing for downtime to celebrate diverse religious holidays and festivals, fostering a sense of community and belonging.

To uphold our DEI goals, we've partnered with organizations dedicated to skilled and unskilled recruitment, striving for a gender-balanced workforce at every level. Our aspirations include reaching 35% representation of women across all echelons by 2025, alongside continually narrowing the gender pay gap, which decreased from 20% in 2020 to 8% in 2022.



As an equal opportunity employer, HRSG not only celebrates cultural and religious diversity but actively supports it through special leave provisions and localized communication strategies. We ensure equitable access to employee assistance services and technological resources, empowering specially-abled individuals to excel on par with their colleagues. Our commitment is exemplified through tangible actions. Our differently-abled employees are given special equipment to create an equitable workplace where everyone has equal opportunity to learn and grow. From job evaluation exercise to gender pay gap monitoring, HRSG remains dedicated to equitable compensation, career growth, and performance-based rewards. Our transparent performance management system reinforces a pay-for-performance culture, fostering an environment where employees thrive based on merit.

In adherence to our policies, HRSG stands firm against discrimination, providing family-friendly policies, technological support, and a work-life balance through various allowances and flexible working arrangements.

HRSG's unwavering commitment to DEI transcends rhetoric, embodying a culture that not only accepts but embraces diversity in all its forms. Through concrete actions and steadfast policies, we continue our journey toward a more inclusive and equitable future, where every individual has the opportunity to flourish and contribute meaningfully to our collective success.



Martin Dow Group has focused on creating distinction in the lives of the communities they serve—whether it is their customers, society, or their employees. The organization has been a major advocate for incorporating diversity, equity, and inclusion as the core values of their corporate culture. Over the years, the company has adopted a well-rounded approach through initiatives focused on equal opportunities for all, language inclusivity, and awareness sessions focused on well-being and growth.



Javed Ghulam Mohammad
Group Managing Director & CEO



Shahrukh Masood
Chief People Officer



Oma Barua
Manager Support Services – CEO Office

Embracing Diversity, Equity & Inclusion

Martin Dow Group recognizes the pivotal role of women as catalysts for diversity and innovation. The organization takes proactive measures to establish an ecosystem that offers equal opportunities for all. The company supports working parents, particularly working mothers, by providing daycare facilities to facilitate work-life balance. Additionally, Martin Dow has launched the eminent women's leadership program, Eve 2.0, aimed at empowering women to ascend to senior management positions through skill development training sessions. The organization has ensured acquiring the best talent for their operations irrespective of their religion, race, and gender, etc., as diverse employees hold positions at all levels to ensure equitable representation. From time to time, the company holds awareness sessions tailored for employee well-being, such as breast cancer awareness sessions, mental health awareness sessions, etc.

Martin Dow recognizes that providing equal opportunities for women is just the beginning to a truly inclusive workspace. To integrate diversity and promote inclusion, the organization has also pivoted its focus on providing growth opportunities for individuals with special abilities, enabling them to be financially independent individuals by onboarding two interns from Karachi Down Syndrome Program (KDSP) and facilitating them to become functional part of its workforce.

“Better Together” is a campaign initiated by the Group, fostering religious inclusion. Under the umbrella of which, the organization actively embraces various celebrations, ensuring that all employees can partake in the festivities together.

Martin Dow Group aims to embed diversity, equity, and inclusion into the DNA of their organizational culture. Going beyond gender equality, they are also focusing on providing opportunities for all. The company firmly believes that the amalgamation of individuals with diverse races, abilities, cultures, and religions leads to the best ideas, driven by unique perspectives, creating distinction for life.



Martin Dow Group's commitment to DEI:

- Promoting Work-Life Balance
- Empowering Women for Leadership Roles
- Fostering Religious Inclusivity
- Creating Opportunities of Financial Independence for Persons with Disabilities (PWDs)



Furthermore, the organization has taken a stance to ensure internal and external communication is accessible in multiple formats. These encompass inclusive language, translations, various local dialects, sign language, braille, and closed captions, catering to diverse dimensions of the audience. In collaboration with Fatima Dental College, Martin Dow has played a pivotal role in introducing Pakistan's First Sign Language Book for Dentistry. This initiative not only aligns with the broader goal of accessibility but also reflects a synchronized approach to inclusivity within the healthcare sector.



Rashed Rafique Butt
VP & General Manager



Noman Javaid
Director People & Organization



Shehla Shahid
Director Business Unit GLP-1 & Obesity

Novo Nordisk Pakistan proudly boasts a 21% female workforce, a stark contrast to the industry average of 4%. Recognizing the integral role women play within our organization, our dedicated platform, WomenXChange (WxC), actively addresses women's concerns through education, dialogue, community building, and collective action. In alignment with our vision to empower confident women for future leadership roles, we organized the very first WxC Summit. This transformative 2-day event aimed to celebrate the success our organization has achieved around gender diversity, with women from across Novo Nordisk Pakistan, fostering an environment of learning, sharing, and inspiration. What set this summit apart was its inclusive nature, extending invitations not only to women but also to male colleagues. Notably, the event achieved almost equal representation of males, reinforcing our commitment to a collective responsibility in championing Diversity & Inclusion. This inclusive approach ensured a diverse and enriching dialogue, where both genders actively participated in shaping a more inclusive workplace culture.

Me Kamaal Hoon

Inspired by Google's IamRemarkable workshop, this session focused on recognizing and celebrating individual achievements, promoting self-appreciation and confidence among attendees.

Becoming More Finance Savvy

Recognizing the importance of financial literacy, we empowered the employees specially women with knowledge and resources, promoting financial independence and well-informed decision-making.

Healthy today for a Healthier tomorrow

A renowned nutritionist shares practical tips on maintaining physical well-being at home, emphasizing accessible and affordable fitness strategies.

EmpowerHer Series

This series is a testament to our commitment to women's empowerment. Through quarterly speaker sessions, we inspire, motivate, and provide a platform for women to share their journeys, creating a culture of encouragement and growth.



Infant Room Facility

Our commitment to work-life balance is exemplified by the Infant Room Facility, providing a supportive environment for parents, fostering a family-friendly workplace.

Double the Reward Referral Policy

Incentivizing diversity, our referral policy offers double rewards for referring female candidates, encouraging the recruitment of a diverse talent pool.

Living Wage Adjustment

Our recent living wage adjustments showcase our dedication to fair compensation, ensuring employees earn wages that meet their basic needs and contribute to a decent standard of living.

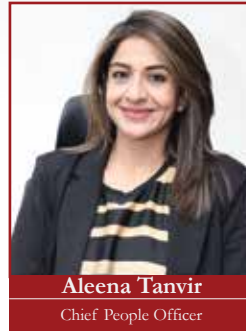


Leading the Charge for Diversity and Inclusion

Mobilink Microfinance Bank is on a transformative journey that prioritizes diversity and inclusion in the workplace. The bank has introduced several initiatives to promote progress and equality across the board, including a robust Gender Mainstreaming Policy and a dedicated sub-committee that ensures a gender-focused approach in all operations.



Ghazanfar Azzam
CEO & President



Aleena Tanvir
Chief People Officer



Samina Karim
Executive Manager OD

At the forefront of the bank's D&I initiatives is the **Women Inspirational Network (WIN)**, a program designed to uplift women entrepreneurs through a holistic approach. This year alone, WIN has successfully up-skilled and on-boarded over 5,000 unbanked female entrepreneurs from across the country in collaboration with its partners, including the United Nations Development Programme (UNDP), I-Consult, Care International in Pakistan (CiP), National Incubation Center (NIC), SBP, and the Hashoo Foundation.

Institutional diversity is another key focus area for the bank, which specializes in increasing and retaining female employees and differently-abled people through inclusive policies and a welcoming culture. The bank actively promotes female candidates for all positions, including management and leadership roles, ensuring rigorous training and development programs for them. The female ratio has increased from 8% at the end of 2021 to 14.5% today, showcasing the bank's rapid strides in promoting gender diversity. Moreover, 98% of its staff is gender-sensitized.

The bank has recently launched two programs: the **MobilinkHer** Program, a Women's Returnship Program designed to support women who have been away from the workforce for at least six months and wish to re-enter the professional world, and **Mobi-leads's** leadership development program, which has facilitated 25+ women in the first batch with the skills and capabilities crucial for transitioning into senior roles.

Through its Bint-e-Hawwa product suite, the bank addresses immediate financial needs and works towards breaking systemic barriers and promoting gender equality. The bank has also integrated gender-inclusive features into its digital app, DOST, along with an in-built Learning Management System (LMS) to enable women's empowerment. The bank has deployed 350+ Women Champions across its 109 branches to promote gender diversity further. The bank has also launched a low-interest e-bike financing scheme for women to address mobility issues while promoting sustainability. The **Mobi-Circle** platform is a dedicated space for female employees to discuss professional development, share suggestions, and raise concerns. Our Women Business Center stands as a testament to our commitment to fostering innovation, productivity, and networking for women. This dedicated office space offers a platform for training sessions, gender and financial literacy counseling, and support for entrepreneurs with disabilities. The Women Business Center also has an all-female-run bank branch on the ground floor of the building to support and facilitate women customers.

Mobilink Bank has introduced several **female-friendly policies**, including flexible work timings, work-from-home options, paid maternity leave, dedicated prayer rooms, childcare assistance, harassment protection policy, and transport allowance.



The bank actively showcases success stories of empowered female entrepreneurs, providing visibility to women-run businesses and inspiring others. Its efforts have been recognized by the State Bank of Pakistan, positioning it as a leader in women's financial inclusion on the Banking on Equality scorecard.

A Vision for All: Jubilee Life's Commitment to Diversity, Equity, and Inclusivity



Javed Ahmed
CEO & MD



Farukh Iftikhar
Group Head- Human Resources
Management and Development



Bushra Mazhar
Head Talent, HRBP, and Diversity



Duaa Zehra
DEI Champion

In the dynamic landscape of corporate responsibility, diversity, equity, and inclusion (DE&I) have become globally acknowledged principles, driving progressive workplaces to greater heights. In the local ecosystem, Jubilee Life Insurance has continued to stand as an embodiment of these concepts, treating DE&I as integral elements of its organizational ethos. With a comprehensive strategy driving all initiatives in this regard, the company treats these concepts not as optional chapters but as integral verses, composing a symphony of innovation and success. With this belief driving the company, in Q3 2022, Jubilee Life approved a comprehensive 3-year DE&I strategy, a testament to its dedication toward continuous improvement. This strategic roadmap addresses critical areas, including talent acquisition, engagement, and employee well-being, positioning the company as a leader in cultivating a diverse and inclusive workplace. This DE&I policy solidifies the organization's commitment to creating a workplace that nurtures and values its diverse workforce. Under the current focus of promoting diversity and inclusion, Jubilee Life has adopted a 60:40 male-to-female recruitment ratio, fostering gender balance within its teams. Moreover, surpassing its goal of 25% for the year, the company inducted 29% females as part of its team in 2023.

Also, beyond the numbers, Women's Career Development programs like LeadHer and EmpowerHer have been initiated to cater to entry and mid-to-senior-level female employees, facilitating their professional growth. EmpowerHer! for instance, is a 6-month long mentorship program that allows female employees to acquire guidance and valuable insights from the senior management of the firm, providing them comprehensive access to resources and equal opportunities for progress.



Along similar lines, a women employee's network has been set up as part of which Monday motivation emails and a dedicated WhatsApp group provide a platform for sharing articles, blogs, TED Talks, and more, serving to enhance professional development and self-care. As important as professional development is, it is equally vital to educate employees about what DE&I entails for them. Generating awareness regarding the rights, responsibilities, and duties of an "equal opportunity employer" paves the way for every working individual to make carefully calculated choices. In line with this objective, Jubilee Life also provides digitized training on diversity and inclusion awareness to ensure that employees are well-versed in fostering an inclusive workplace. A series of workshops for line managers have been held with a focus on identifying and mitigating unconscious biases and creating a conducive work environment. Looking ahead, Jubilee Life aims to nurture an inclusive future by actively promoting the hiring of Persons with Disabilities while also initiating an internship program to create opportunities for them. Furthermore, a "We Care" program is set to be introduced, addressing unique women challenges, providing tailored benefits and leaves.



In the spirit of continuous improvement, Jubilee Life Insurance is committed to being at the forefront of diversity and inclusion efforts. As the company continues to pioneer innovative DE&I initiatives, it believes in setting a precedent for growth, progress, and inclusivity in the insurance industry and beyond.



Empowering Diversity and Inclusion at KE: A Journey of Impact



Syed Moonis Abdullah
CEO



M. Rizwan Dalia
Chief People Officer



Saadia Fahad
GM Learning and DEI

At KE, Diversity, Equity and Inclusion (DEI) is an intrinsic part of our organizational identity. We've crafted a comprehensive set of policies and programs to foster inclusivity and empower individuals across diverse dimensions. Envisioning a workplace that celebrates uniqueness, our strategic focus encompasses gender equity, support for working mothers, inclusion for persons with disabilities, and overall employee wellness.



Gender Equality and Diversity Policy: This foundational policy actively shapes a diverse and engaged workforce, ensuring equal access to opportunities, aligned with KE's overarching vision.

Childcare Assistance Policy: Acknowledging the challenges of motherhood, our policy supports working mothers with a financial allowance for childcare and facilitating a harmonious balance between work & family life.

Commute to Work (CTW) Allowance: Addressing logistical challenges for female employees, our CTW Allowance facilitates daily commute, creating an environment where work is undisturbed by transportation issues.

Agile Working Policy: Reflecting our commitment to work-life balance, the Agile Working Policy outlines flexible work practices, enabling employees to achieve optimal performance while managing their personal commitments.

Returnship Program: An initiative targeted towards facilitating female professionals returning to work, our Returnship Program offers flexible paid work contracts and projects spanning 6 to 12 months, facilitating seamless career re-entry.

Wellness and Vitality Program: The KE Vitality Program includes preventive healthcare checkups, mental wellness initiatives, and Pregnancy Wellness Programs, such as the MAMA (Mums And Managers Awareness) e-module that provides mandatory sensitization training for both pregnant employees and their managers, ensuring comprehensive support for new mothers.

Program for Persons with Disabilities (PWDs): The Yaqeen-Enabling Abilities Program showcases our commitment to inclusivity by providing employment opportunities for PWDs. The program extends beyond our organization through events like the Yaqeen Career Fair, where we collaborate with corporations and organizations dedicated to fostering opportunities for the PWD community.

Better Together – Respect at Workplace: As a mandatory initiative, the interactive e-module for all employees on gender sensitization and respect at the workplace, ensures that every member of our organization is equipped with the knowledge and understanding needed to contribute to a respectful and inclusive work environment.

Roshni Baji Program: An initiative that was pioneered by KE, for the purpose of creating economic empowerment opportunities for women, through skill development, which resulted in minting Pakistan's first certified female electricians, in collaboration with the Hunar Foundation.

Empowering Women Program: We offer internships to women across diverse functions, in collaboration with engineering universities, for personal and professional capacity building and advancing women in the electrical engineering field.

Female Grid Operating Officers (GOOs): In line with the global mission to promote STEM learning, KE initiated the induction of the first Female GOOs in the Transmission Business promoting women having technical diplomas.

Female Meter Readers (MDMOs): A groundbreaking program recruiting, training, and deploying female meter readers traditionally considered to be a male-dominated role.

Female Apprentices: A transformative Apprenticeship Program, in collaboration with STEVTA, offers comprehensive training to aspiring young women to equip them for a fulfilling career in the Power Sector.

Our initiatives have not just produced tangible outcomes, but they've illuminated the path towards a more inclusive future. These achievements are more than milestones—they're affirmations of our unwavering commitment to gender mainstreaming and inclusivity.

TPL's commitment to DEI initiatives does not transcend mere lip service. We look at Diversity, Equity and Inclusion as the cornerstones of a progressive workplace, we realize the intrinsic value that diverse perspectives bring to the organization. Through our DEI focused initiatives we celebrate uniqueness and foster a culture that is inclusive.

Every year we aspire to set new standards that support our vision of empowerment and collective growth. We continually strive to enhance our culture and practices with ongoing efforts to develop a progressive and safe space for our employees that delivers on the promise of professional and personal growth. So far, our commitment to an inclusive culture has been demonstrated through multiple initiatives having the shared goal of promoting equal participation and mutual respect across the organization.



DEI Initiatives:

To facilitate working mothers, we offered daycare facility and allowance with safe daycare solutions at multiple office locations. This eases the financial burden on employees and provides them with the convenient option of having a trusted facility for their children allowing them to focus on their work and create a healthy work-life balance. Acknowledging and addressing the challenges faced by the female workforce we have introduced an exclusive monthly conveyance allowance for them which aligns with our commitment towards inclusivity and empowerment. Valuing women representation in our workforce we are committed to adopting recruitment practices that support equal employment opportunities.

TPL has introduced a "Tech Trainee Program" exclusively for women in tech, the "CA Trainee Program" successfully on boarded 50% females as contractual employees along with these programs we have a policy of shortlisting 50% female candidates for all open positions. Currently, we have a 15.15% representation of women in our workforce, where thirty-three female employees are at managerial roles and one at the C-Suite level. TPL celebrates diversity all year around with events like International Women's Day, National Working Women's Day, Mother's Day, Pinktober (Breast Cancer Awareness Month), International Day of Persons with Disabilities and more. These events help in creating awareness and fostering a culture that is sensitized about the challenges being faced by others, is inclusive and conducive to productive collaboration. Our commitment to ensuring an inclusive environment extends beyond our employees, during the Breast Cancer Awareness Month special discounts for female employees and customers were offered on our products which included Women Shield, Auto Insurance, Home Insurance, Travel Insurance, Bike Insurance, Mobile Insurance and Trakker Plus. In alignment with our commitment to the wellbeing of our workforce, during the Breast Cancer Awareness Month, we collaborated with AKUH and offered screening mammograms at a discounted rate for all TPL employees, valid till December 2023. Our culture is based on the principles of mutual respect and collaboration; we have a zero tolerance policy for harassment within the organization. A stringent Anti-Harassment Policy is in place to ensure that all employees feel respected and valued and are confident about working in a safe environment. TPL has always valued the impact created by our "differently abled" workforce, their dedication and commitment has been inspirational for us. Our flagship program "Har Khwaab, Ahem Hai" aims at providing PWDs with employment and skills development opportunities along with recognition. Besides this initiative, TPL's existing workforce has representation of PWDs who are adequately supported by our existing infrastructure and policies.



Ali Jameel

Chief Executive Officer



Sania Naqvi

Head of Human Resources



Dania Nizamani

Sr. HRBP & DEI Manager



At TPL we do not view DEI initiatives as just obligations, rather we consider them to be a part of our value system and our purpose.



Bayer’s Commitment to Diversity, Equity, and Inclusion (DEI):

Empowering Women in Science through ‘Parwaaz’



Ahmed Ali
Managing Director & CEO



Muhammad Bilal
Head of HR Operations &
HR Partner EF



Junal Maria D’Cruz
HR Partner CS, CH &
PH Commercial

Within Bayer, Diversity, Equity, and Inclusion (DEI) aren't just buzzwords – they're part of the company's core values. Bayer, a leading global life science company, is at the forefront of promoting DEI practices, ensuring that everyone, regardless of their background, gets a fair chance. Initiatives like the Bayer Pakistan Parwaaz Program exemplify this commitment.

Bayer launched Parwaaz in Pakistan in 2023 with the aim to enable young women to succeed and advance economically, providing them access to high quality training facilities, skills and resources needed to compete in markets, as well as fair and equal access to economic institutions.

With the inception of Parwaaz in Pakistan, the company's focus was to provide opportunities to deserving female candidates in the Agri industry (through Bayer's Crop Science division) where women are under-represented. The HR team of Bayer Pakistan created awareness about Parwaaz on different platforms, resulting in numerous applicants from a plethora of agricultural universities. After a rigorous selection process, five exceptional Parwaaz candidates were selected.



The Parwaaz curriculum was supported by Symbiosis Institute of Business Management (SIBM) and Bayer lectures, as well as field visits to provide experience dealing with farmers, retailers and distributors. Beyond their area of expertise, candidates also developed skillsets relating to essential corporate functions that will enable them to carve out successful careers with professional organizations. During their remarkable three-month tenure at Bayer, Parwaaz candidates thrived in the field, demonstrating their passion and commitment, and proving that women are equally well-suited to field roles. They gained valuable experience and contributed meaningfully to Bayer Crop Science projects. Their dedication and success as Parwaaz trainees validate Bayer's commitment to fostering diversity and inclusivity within the organization. When diverse voices come together, they foster a culture of creativity, innovation and problem-solving.

Hence, Bayer Pakistan's Parwaaz Program isn't just about providing opportunities; it's about creating a welcoming space where everyone, regardless of their background, can thrive. Through initiatives like Parwaaz, Bayer is setting a standard for DEI practices in the life sciences, ultimately contributing to a more equitable and innovative future for all.





Muntaqa Paracha
CEO



Suhaib Baluch
Director People & Organisation



Bilal Soomro
Senior Manager Talent
Development & Engagement



Midhat Ayub
Expert DEI & Talent

In the bustling world of food delivery, where efficiency and speed often take centre stage, foodpanda is making waves with a heart-warming initiative that puts the well-being of its team members at the forefront. As a company that thrives on delivering not just food but experiences, foodpanda is breaking barriers by introducing a ground breaking program, the “Panda Mom Care Circle”.

Celebrating Motherhood with Unprecedented Care

Extended Maternity Leave, Flexible Work Options, and Lactation Room

At the core of this initiative is an offering of maternity leave for an impressive five months. Recognizing the unique needs of new mothers, foodpanda understands that this period is not just about recovery but also about building a bond with the newest addition to the family. Flexible working hours and remote work options complement this, ensuring that every panda mom can navigate the challenges of balancing work and motherhood with ease.

Understanding the importance of a tranquil space for nursing mothers, foodpanda has created dedicated lactation rooms. These rooms, equipped with comfortable seating and essential amenities, provide a serene environment for panda moms to attend to their little ones’ needs without compromising their work responsibilities.

Travel Policy, Mental Health Support, and Community Building

To further alleviate the burden on new moms, foodpanda’s travel policy covers expenses for children aged 0 to 4 years. This thoughtful inclusion ensures that the company walks hand-in-hand with its employees as they embark on the journey of parenthood.

Acknowledging the significant life transitions that new mothers undergo, foodpanda has partnered with Saaya Health and Intellect to provide 1:1 counselling sessions. This commitment to mental health underscores foodpanda’s holistic approach to employee well-being.

The launch of a mentorship initiative is a testament to foodpanda’s dedication to fostering a supportive community. By connecting experienced working mothers with new moms, this program aims to provide guidance and create a robust support network, ensuring no panda mom feels alone on her journey.

Care Package, Daycare Facility, and Compassionate Policies

Celebrating the arrival of little pandas is at the heart of foodpanda’s care initiatives. Curated care packages not only ex-

press the company’s joy for the new addition but also provide practical support for the moms. Recognizing the challenges of balancing work and parenting, foodpanda introduces dedicated daycare support. The Jr. Panda Club facility ensures a secure and nurturing environment for the youngest members of the foodpanda family. In moments of profound loss, foodpanda stands with its employees. The introduction of compassionate leave for employees experiencing the heartbreak of miscarriage or stillbirth reflects the company’s deep empathy and commitment to supporting its team during the most challenging times. The journey to parenthood is not always straightforward. Acknowledging the emotional and physical aspects of fertility struggles, foodpanda introduces 3-day fertility support leave to provide the necessary time and space for employees navigating this path.

In weaving these initiatives together, foodpanda is not just ticking boxes; it’s rewriting the narrative of corporate care. By providing comprehensive support to new mothers, foodpanda is ensuring that its team members don’t just work for a company but belong to a community that cares deeply about their personal and familial well-being.



In the high-stress world of food delivery, foodpanda’s commitment to creating a family-friendly workplace sets a powerful example for the industry. As they say, a happy employee is a productive one, and foodpanda is nurturing a culture where its team members can thrive both at work and in the beautiful journey of parenthood.



Veqar ul Islam

CEO



Uroosa Meraj

Chief People and Culture



Sukaina Shabbir

People Business Partner

- ▶ JBS's Gradnest'21 program, designed for technology and business students, reflects their dedication to engaging with diverse academic backgrounds. Four graduates from this program have continued on with JBS, highlighting the success in nurturing talent from different educational sources.
- ▶ RUST Launchpad and TechFuse Program focus on technical excellence, attracting candidates with varied technical backgrounds and promoting effective recruitment from a broad labor market spectrum.
- ▶ JBS Leadnow and Impare Training Programs actively source talent from universities, emphasizing recruitment from academic sources, and contributing to a diversified workforce.
- ▶ The JBS Elite and Rise Programs cultivate top talent within the organization and empower individuals, showcasing their commitment to attracting and nurturing diverse talent.
- ▶ Impare and JBS Inc. have a presence in various geographic regions, meaning they are likely to recruit talent from different, diverse labor markets.
- ▶ JBS has strategically utilized Xobin and TestGorilla for talent acquisition, highlighting its commitment to enhancing hiring efficiency while eliminating potential biases.
- ▶ JBS's memorandum of understanding (MOU) with academic institutions like Habib University and DHA Suffa University underscores their commitment to promoting synergy between academia and industry.



JBS has leveraged Xobin's talent acquisition tool to transform its approach and enhance hiring efficiency through tailored assessments and data-driven insights.





Aizid Razaq Gill
CEO



Saira Shahid Hussain
CHRO



Ali Ashraf
Divisional Head HR

At Allied Bank Limited we are committed to promote equality in the workplace and creating an inclusive and flexible culture to ensure fair treatment, access and equal opportunity for everyone. 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 align Gender Diversity Equity & Inclusion benchmarks within the current and future structure of the bank. This ranges from ensuring that DEI deliverables are part of yearly KPIs of individuals and collective groups. Therefore, more than 94% of our staff has shown trust on their leaders for equitable and inclusive treatment. It can be evidently seen that representation of females in executive and managerial roles has been steadily rising over the years.

Board of Directors stand with a female ratio of 12.5%. In managerial and senior roles, the Bank holds significantly progressive figures, with 6.25% representation of females amongst Chiefs, 5% within Group Heads, 7.41% within Divisional Head, 8.55% within Unit Heads, 10.5% within Managers and a staggering 27.34% segment of females amongst Associate Manager. Thus, symbolizing a rising trend amongst middle and junior management roles, paving the way for increased female percentage in the future. Allied Bank's flagship Management Trainee Program (MTO) has the highest female to male hiring ratio (27% for the Batch of 2023). The Trainee Program provides career opportunities within Risk Management, Information Technology, Audit, Engineering, Compliance and Human Resources. In line with Bank's objective to create effective succession plan and to enhance the learning curve of all employees, the Allied Leadership Talent Pipeline Phase 2 was launched in 2023. The initiative has been designed with the vision to nurture talent and inculcate leadership skills within them, through extensive trainings. Women Leadership program was conducted for 30 high potential females this year to equip middle level management from grade MG 6 to MG 4 with unique leadership skills imperative for communication, negotiation and gaining confidence needed to become a future leader. Conducted a series of DEI sessions throughout 2023 that covered 3,634 unique employees.

Currently, females hold 21.8% of total positions bank-wide which has increased from 16.5% in past five years.



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. ABL offered jobs to 57 PWDs countrywide in order to encourage them to earn respectable livelihood for themselves and their families. Allied Bank treats all its employees and customers with a stroke of humanity and empathy and continues to strive for a more diverse and inclusive working environment within the industry. In line with the Bank's vision for being an equal opportunity employer and to facilitate our female colleagues, ABL announced 'Employee Pink Scooty Loan' facility for female employees of the Bank in Management Grade 8 to 12.



- ▶ Special awareness sessions related to 'Pink Ribbon'/'Pinktober' were conducted for our female employees.
- ▶ Female employees were also facilitated to undergo mammography scans at Bank's expense pan Pakistan.
- ▶ Employees' wellbeing and mental health is of paramount significance to us. Training sessions and wellness programs on 'Work-life Balance', 'Yoga for Self-Care' and 'Stress Management' were arranged for employees.
- ▶ As part of our wellness program ABL has inaugurated separate gyms for male and females in Head Office Lahore.
- ▶ As part of Day Care centers are established in Lahore, Karachi & Islamabad to facilitate employees with infants.

HABIBMETRO is committed to a diverse and inclusive workplace with equal opportunities for all staff. In a country where women and persons with disabilities are underrepresented in the workplace, HABIBMETRO'S policies and strategies are designed to recruit, train, retain and empower women and persons with disabilities.

Development and training programs are focused on equipping women and persons with disabilities with the knowledge, skills and abilities to grow personally and professionally, while supporting them towards economic independence.

A testament to the success of the diversity and inclusion policies at HABIBMETRO is the significant increase in the number of women and persons with disabilities employed by the Bank. In 2023, 1 out of every 3 employees hired by HABIBMETRO was female.

Diversity, Equity & Inclusion (DEI) Governance and Structure

All Diversity, Equity & Inclusion (DEI) initiatives and matters are overseen by a DEI Committee and DEI Sub-Committee consisting of senior leadership and senior staff members. Over 30 key members of staff are working to achieve and promote diversity together, internally and externally.

The Committees are tasked with the planning and implementation of DEI programs and initiatives focused on achieving short to long-term objectives. All initiatives are executed by specialists from various functions across the Bank including Business, HR, Communications, CSR and Support Services.

Persons with Disabilities at HABIBMETRO

HABIBMETRO partnered with the non-profit organization NOWPDP for the sensitization of staff on disability inclusion and the recruitment of persons with disabilities. A successful internship program was launched for persons with disabilities to provide candidates opportunities to learn and develop industry specific skills before being hired for permanent positions. HABIBMETRO has successfully hired and placed several candidates through the program in 2023.



Khurram Shahzad Khan
CEO & President



Asad Ali
Head of the Human Resources Division



Sehrish Christopher
DEI Manager

2023 Key Highlights

- ▶ Gender diversity ratio increased rapidly to 18.6%.
- ▶ 28 persons with disabilities are currently employed in front-end and operational roles.
- ▶ 97% of employees have undergone DEI sensitization programs.
- ▶ 345 Women Champions are trained and deployed at customer touchpoints.
- ▶ Over 80 BMs/CSMs at HABIBMETRO branches are females.
- ▶ HABIBMETRO won the Asian Development Bank TSCFP Gender Champion Award 2023.



Recruitment, Growth & Development of Women at HABIBMETRO

HABIBMETRO's workforce consists of 18.6% women progressing rapidly from 10%. The number of senior women leaders has doubled which includes Board and leadership level appointments and promotions. HABIBMETRO's commitment to women in the workplace is embedded into the culture and processes of the Bank through comprehensive policies including the Diversity & Inclusion Policy and Gender Mainstreaming Policy. The purpose of these policies are to create equitable opportunities and to promote an inclusive work culture for women.

The **Female Leadership Working Group (FLWG)** at HABIBMETRO consists of female leaders that work together towards the personal and professional development of women at the Bank.

The Future of Diversity & Inclusion at HABIBMETRO

The Bank takes pride in its effort to make HABIBMETRO the primary option for women and persons of disabilities seeking employment in the banking sector. HABIBMETRO is set to launch new initiatives and programs in 2024 to provide more support for the inclusion of women and persons with disabilities in the workplace.



KARANDAAZ PAKISTAN – MOVING THE NEEDLE FOR FINANCIAL INCLUSION

A deep dive into the Gender & Youth Policy of Karandaaz

Karandaaz Pakistan is a leading Development Finance Institution (DFI) in Pakistan working in the financial inclusion space. It promotes access to finance for Micro, Small and Medium enterprises (MSMEs) through its double bottom line investment platform and financial inclusion for individuals by employing technological interventions and forging partnerships in the public as well as private sector. Pakistan grapples with significant hurdles in financial inclusion, notably affecting marginalized groups such as women and the youth. Women face persistent barriers, including limited access to formal financial services, leading to low account ownership rates. Karandaaz Financial Inclusion Survey (K-FIS) reports a substantial disparity, with only 13% of women owning formal financial accounts compared to 47% of men in 2022. The gender gap in the labor force further hinders economic empowerment for women. Additionally, Pakistan confronts the immense challenge of generating adequate job opportunities for its growing youth population. The United Nations forecasts a considerable annual influx of young individuals into the job market, emphasizing the urgent need for substantial employment creation. Unequal access to education and skill development programs further complicates the youth's contribution to the economy. Addressing these issues demands collaborative efforts from governmental bodies, NGOs, and private entities to implement inclusive policies and programs. Karandaaz Pakistan aligns its strategies to narrow these gaps by focusing on enhancing financial inclusion, especially through digital finance, and supporting women-led enterprises and MSMEs to foster job opportunities.

These efforts and strategic initiatives underline its commitment to fostering inclusive growth, empowering marginalized segments, and steering Pakistan towards a more financially inclusive future. Through its Women Ventures Programme, Karandaaz has been able to allocate PKR 711 million to 37 women-led businesses and PKR 323 million to 9 Green-Tech firms focusing on sustainable solutions this year.

Karandaaz's Gender & Youth Policy exemplifies their commitment to inclusive development. This policy outlines strategies for integrating gender and youth perspectives across programs, ensuring a gender-sensitive approach in its interventions and developing targeting programmes for these segments. The organization's dedication extends beyond external programs as it prioritizes gender equality and women's economic empowerment within their internal policies, striving for equal opportunities among its staff as well. Karandaaz Pakistan's programmatic priorities concentrate on the following two focus areas:



Waqas ul Hasan
CEO



Umber Shakeel
Head of People Services

Focus Area 1: Mainstream Gender and Youth in Karandaaz's programs

Objective: Ensure Karandaaz's interventions are assessed through the gender lens and specific interventions are designed to fill gaps.

Strategies: Evaluate investments and grant projects through gender lens to understand whether and how it targets women; Where relevant, identify gender and age dis-aggregated targets for its interventions; Track gender and age disaggregated data at project level; Design specific interventions for financial inclusion of women and youth.

Focus Area 2: Research, Marketing and Communications (RMC)

Objective: Creation of bespoke interventions aimed to inform its technology and investment verticals through its Research, Marketing and Communications (RMC) function.

Strategies: Commission demand and supply side studies that directly investigate barriers and opportunities with respect to financial products for women and youth; Ensure outreach and dissemination to relevant stakeholders to improve chances of uptake of its research studies and initiatives; Proactive market analysis to identify case studies and examples of products and services that have effectively addressed these target segments.

In the ever-evolving landscape of the banking sector, JS Bank is not just a financial institution; it is a trailblazer in fostering diversity, equity, and inclusion. With a commitment to building a workforce that mirrors the diversity of the community it serves, JS Bank is steering towards a future where talent knows no boundaries. With a firm belief in the power of diversity, JS Bank is on a mission to increase the representation of women across various levels within the organization.



Basir Shamsie
President & CEO



Zubina Sadick
Head of Human Resources



Hala Iqbal
Manager – DE&I

Currently, 17% of the bank's workforce comprises women, and the goal is to elevate this figure to 20% by 2024. The bank recognizes that diversity brings unique perspectives that fuel innovation, and an inclusive culture is vital for fostering a performance-oriented environment.

JS Bank champions equity not only in its hiring practices but also in the policies that govern its workforce. Employee-friendly policies, including parental leaves, childcare referrals, and comprehensive medical insurance for employees and their dependents, reflect the bank's commitment to creating a supportive and inclusive work environment. The aim is to continually enhance these policies, making JS Bank an employer of choice.

JS Bank is not just focused on the present; it is actively investing in the future. The bank supports female students by providing internship opportunities in both core banking and the technology/STEM domain. Furthermore, initiatives like the Graduate Trainee Program and an all-female batch of Universal Tellers underline the bank's dedication to nurturing diverse talent from the very beginning of their careers.

Launched in 2021, Project Uraan is a testament to JS Bank's commitment to inclusivity. The project provides career opportunities for Persons with Disabilities (PWDs) across 11 cities in Pakistan. The bank ensures accessible infrastructure and provides tools like screen reading software and digital interpretation for sign language to facilitate its PWD employees. Eight Model/Accessible branches across Pakistan have been revamped according to standard accessibility guidelines to cater to PWD customers effectively.

JS Bank has implemented an in-house program named Hum Qadam to sensitize its employees to work effectively with a diverse workforce. With 60% of employees already covered, the bank aims to achieve complete employee sensitization by 2024. Additionally, the creation of Women Service Champions at customer touchpoints and a dedicated Women Financial Services Team further underscores JS Bank's commitment to enhancing services for its female customers.

JS Bank is taking proactive steps to nurture women leaders within its ranks by launching a women leadership development program for middle-management professionals. Moreover, the bank offers financial products specially designed for its female customers, such as JS Her Loan and JS Khud Mukhtar, providing easy access to finance with low markup rates to empower women entrepreneurs and fulfill personal needs.



JS Bank is not just a financial institution; it is a beacon of change, steering the banking sector towards a future that is diverse, inclusive, and innovative. As it continues to empower its workforce and customers, JS Bank stands as a testament to the transformative power of financial inclusion and equal opportunity.



**PAKISTAN
STOCK EXCHANGE
LIMITED**

In recent years, the Pakistan Stock Exchange (PSX) has undertaken remarkable strides in Diversity, Equity, and Inclusion (DEI) initiatives, embodying a steadfast commitment to cultivating a workplace that embraces equality, flexibility, and support for diverse life experiences.

At the core of PSX's dedication to DEI is the implementation of a robust Diversity and Inclusion policy. This policy not only mandates a minimum gender diversity ratio throughout the fiscal year but also sets the tone for an inclusive work environment. Complementing this is the recruitment policy, which emphatically asserts PSX as an equal opportunity employer. The tangible outcomes of these policies are evident in the positive trajectory of the diversity ratio, which has steadily risen from 14% to a commendable 17% over the past three years.

Recognizing the evolving landscape of the workplace, PSX has proactively introduced a progressive remote working policy. This initiative not only enhances overall workplace flexibility but is specifically designed to accommodate the diverse needs of all staff, with a particular focus on supporting women. The introduction of a reimbursement scheme for daycare charges further underscores PSX's dedication to facilitating the professional journey of female employees by removing potential barriers to their active participation in the workforce.



Farrukh H. Khan
CEO/ Managing Director



Sanam Kohati Faiz
Chief Human Resources Officer



Sareena Moin
HRBP & DEI Manager

In a laudable move to support the well-being and work-life balance of employees, PSX has significantly extended its maternity leave policy. The duration, now set at an ample 180 calendar days, goes beyond industry standards. This considerable extension reflects PSX's profound understanding of the unique needs of new mothers and their families. But PSX doesn't stop there – acknowledging the importance of a seamless transition into parenthood, the exchange goes above and beyond by providing an additional three months of work-from-home (WFH) or flexible working hours. This additional flexibility ensures that new mothers can navigate the demands of parenthood while remaining connected to their professional responsibilities, fostering a supportive environment that prioritizes both personal and career aspirations.

Simultaneously, the paternity leave duration has been doubled, from 7 to 14 calendar days. This thoughtful adjustment acknowledges the pivotal role fathers play in family dynamics and extends support to them during crucial family moments. This step aligns with PSX's commitment to fostering an inclusive workplace that recognizes and accommodates diverse family structures.

In summary, PSX's comprehensive approach to DEI initiatives spans across recruitment, gender diversity, flexible work arrangements, and family support. These initiatives not only position the exchange as a beacon of equality but also set a standard for other organizations seeking to create inclusive and supportive workplaces in Pakistan's dynamic business landscape. PSX's commitment to extending support well beyond industry norms, with extended maternity leave and additional flexi-hours for new parents, exemplifies its dedication to creating an environment where every employee can thrive both personally and professionally.

The Millennium Universal College has gained recognition as an international educational institution as the largest Transnational Education provider in Pakistan commonly recognized as an institute of excellence, opportunity, and discovery. At TMUC we embrace diversity, equity, and inclusion which offers significant advantages for the organization as a whole and its employees. By hiring diverse employees in our organization and fostering an environment where they feel valued, and included and they believe there is a sense of equity and fairness at the organizational level, by practicing DEI in TMUC our employees will experience benefits including greater innovation where hiring people with different backgrounds, skills, talents, and expertise creates a diverse team that enhances the company's processes, growth, and brand image.



Additionally, At TMUC Diversity, Equity, and Inclusion strategies are demonstrated by the leader of the organization in social identities which are present across all positions in the organizational hierarchy; equity is prioritized at individual, organizational, and structural levels; and a culture of empathy, sense of belonging, respect for all employees at our workplace. Moreover, they can be assessed to the extent to which employees are valued, respected, accepted, and encouraged to fully participate in the organization. Further, employees in our inclusive environment feel appreciated for their unique characteristics. Therefore, they are often comfortable in sharing their ideas and other aspects of their true authentic selves. The culture of diversity, equity, and inclusion at our organization allows differing points of view to challenge and improve organizational practices, objectives, and goals. The DEI practices especially in the area of recruitment refer to improved talent recruitment – with competition to attract employees with the right talent, experience, and expertise where compensation is no longer the sole consideration for job candidates. Furthermore, as a result of DEI practices, the company is likely to experience improved efficiency, profitability, and growth. By integrating DEI with organizational strategy, we recruited and developed a diverse workforce among which 60% of the workforce is based on females. Those who are performing their role and responsibilities in a professional capacity thus harnessing a broader range of perspectives and ideas, leading to increased innovation, efficiency, and growth. In today's diverse and inclusive world, The Millennium Universal College has recognized the significance of embracing diversity, equity, and inclusion (DEI) in all aspects of its operations. The specific area in Human Resources where DEI plays a crucial role in our organization is Recruitment. The benefits of implementing DEI practices in our organization are reflected in the following outcomes.

Diversity at the Workplace Stimulates Innovation and Creativity

At TMUC a diverse workforce helps to bring people together with their different experiences, ideas, and perspectives. TMUC prioritizes the Diversity, Equity, and Inclusion initiatives in recruitment, it fosters an environment of innovation and creativity.

Enhanced Decision-Making

At TMUC diversity, equity, and inclusion help to improve decision-making among the employees at our organization who belong to diverse backgrounds. Employees take initiative in their job roles to further enhance their decision-making on the job role for the development and growth of the organization.

Expansion of Talent Pool

Practicing DEI in the recruitment process at TMUC opens the door to a diverse talent pool. We provide the same job opportunities to male and female candidates across our nationwide campuses based in Islamabad, Rawalpindi, Lahore, Gujranwala, Karachi, Abbottabad, and Peshawar.

Improved Employee Engagement, Retention, and Reduced Turnover at the Organization

At TMUC we value our employees' contributions to the development and growth of the organization, they are equally valued and respected at the workplace. Female employees have been provided with facilities including daycare for their children where they can work with carefree minds while keeping in view their toddlers are being taken care of in a good way. Moreover, employees at our organization work with more dedication and commitment and they do their best to attain results. Diverse and inclusive recruitment practices create an environment where employees feel supported and encouraged to bring their authentic selves to the workplace.

DVAGO

Pharmacy & Wellness Experts



Wasif Khan
CEO



Sarah Munawar
Head of HR



Rabiya Feroz
DEI Manager

Our D&I philosophy at DVAGO is centered on the idea that **"One Dream, One Team."** We think that the differences in our experiences and backgrounds make us perform well together. DVAGO has a rich history of championing diversity and inclusion (D&I) within the retail industry. Our commitment to fostering a workplace where diversity is celebrated, and everyone feels valued has consistently set us apart. Over the years, we have maintained a gender diversity ratio that surpasses industry averages, a testament to our dedication to creating an inclusive culture.

In recent years, DVAGO has proactively worked towards establishing a people-centric environment, focusing on initiatives that promote equity and inclusivity. Introducing paternity leave and implementing gender sensitization programs are just a few examples of our efforts to ensure that all employees receive fair treatment and opportunities for growth. Our journey towards diversity, equity, and inclusion is rooted in the belief that a diverse workforce and an inclusive work culture led to both business and social impact. We understand that DEI is not just a moral constraint but also a driver of creativity, innovation, productivity, and profitability. As an equal opportunity employer, DVAGO does not discriminate based on gender, race, ethnicity, religion, age, abilities, or any other factors in recruitment, learning, and career development opportunities.

Some of our key initiatives include flexible working hours, paternity and maternity leave policies, and the thoughtful acknowledgment of minority groups' festivals, such as Holi, Diwali, and Christmas. These actions reflect our commitment to creating a workplace that is not only diverse but also considers the unique needs and experiences of everyone.

With a legacy of being a trendsetter, DVAGO remains dedicated to fostering inclusivity at all levels. Looking ahead, we are excited about our planned initiatives for the future that will further enhance diversity, equity, and inclusion in the workplace. By doing so, we aim to create a work environment that reflects the richness of our offerings and continues to make a positive impact on both our team and the community we serve.





Usman Akram
CEO



Dr. Ali Raza Nemati
Group Director HR



Haziq Ali
HR Business Partner



Taimoor Javed
Assistant Manager Payroll
& Operations



Kausar
Assistant Manager Talent
Acquisition

As a prominent transnational education provider, the International Centre of Excellence (ICE) Pakistan has been a steadfast proponent of Diversity, Equity, and Inclusion (DEI) principles, fostering an environment that champions these values for both students and staff members. ICE's commitment to supporting diversity is evident in its workforce, which comprises individuals from diverse socioeconomic and educational backgrounds, ensuring a rich mix of experiences and perspectives. Moreover, ICE recognizes the importance of gender diversity and has successfully implemented strategies to achieve a balanced gender mix among its employees. In the year 2023, ICE Pakistan intensified its focus on being an inclusive employer by strategically onboarding more women into leadership and decision-making roles within the organizational structure. This commitment has resulted in a noteworthy shift, with a significant proportion of leadership positions now held by women compared to previous years. As a result, ICE Pakistan is proud to report a 43 percent female to male workforce ratio, a testament to its dedication to achieving gender equality. Leadership trainings are now more common at ICE. Recognizing the importance of fair compensation, ICE Pakistan has implemented policies to ensure equitable pay for its support staff in compliance with minimum wage regulations. The organization maintains a non-discrimination policy, welcoming individuals from various educational and experiential backgrounds. This inclusivity extends beyond the professional realm, with ICE actively engaging in community-oriented initiatives, such as conducting breast cancer awareness sessions to promote healthy lifestyle and celebrating International Men's Day to appreciate the contributions of hardworking men within the organization.



The cornerstone of ICE's mission is to create an inclusive workplace and study center that serves as a catalyst for transforming lives. In alignment with the United Nations Sustainable Development Goal 5



(SDG 5): Gender Equality, ICE has not only increased the representation of women in its workforce but has also proactively created opportunities through initiatives such as 'women in leadership' at ICE Pakistan.

In a proactive move towards employee well-being, ICE Pakistan has now enrolled its Karachi campus staff in health insurance programs, including maternity coverage for female staff. Acknowledging the significance of work-life balance, ICE now offers paternity leaves of up to 10 days, demonstrating a commitment to supporting staff during critical life events.

ICE has established clear and robust guidelines on anti-harassment, providing employees with a safe and respectful working environment. The organization believes in fair and transparent investigations, ensuring that all complaints are thoroughly addressed. These initiatives collectively contribute to creating a workplace culture that thrives on diversity, equity, and inclusion. In conclusion, the International Centre of Excellence (ICE) Pakistan is dedicated to providing a wholesome experience and growth opportunities to its employees, nurturing the potential future leaders of Pakistan. Through its unwavering commitment to DEI principles, ICE is not only transforming individual lives but also shaping a more inclusive and equitable society.

GLOBAL DIVERSITY, EQUITY & INCLUSION CERTIFICATION PROGRAM

UNLOCK YOUR CAREER POTENTIAL



How is HR Metrics Helping Organizations Achieve DEI?

HR Metrics has facilitated 65 multinational and national companies in using GDEIB to leverage their social and financial performance with a focus on sustainability. It has also developed 100+ global experts on DEI from Europe, America, Africa, Australia, and Asia regions. 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.



How the program will be conducted?

- This is a virtual/ recorded program containing 15 modules, being offered in self-paced learning mode.
- There will be an optional online exam containing 30 MCQs to be attempted in 60 minutes.
- Those appearing in the exam and obtaining 60% and above will be awarded a Certificate of Accomplishment and a Global DEI Certified Professional Seal.
- Those not appearing or not passing the exam will receive a Certificate of Participation.
- There is an option to retake the exam with a fee of US \$100. The retake must be scheduled within 2 months of the last given attempt.
- 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.

ISO 30414 STANDARD

Guidelines for Internal and External Human Capital Reporting

Professional Certification for HR Consultants/Assessors/Practitioners

What are the impacts of adopting ISO 30414 on Human Capital Management?



ISO has developed a global standard ISO-30414: Guidelines for Internal and External Human Capital Reporting. Using people analytics standard supports organizations seeking to adopt a more data-driven decision-making process as opposed to decisions based on gut feelings. However, before organizations can take this step and start with advanced People Analytics, there is a need to build a strong data foundation and overall metrics landscape. This is where the ISO 30414 Standard comes into play. Human Capital Reporting Standard provides qualitative and quantitative information on the workforce and HR practices. The goal is to make value contribution of human resources to the organization more transparent and outcome focused. The standard can also be used as a tool to demonstrate an organization’s social responsibility to internal and external stakeholders. ISO 30414 has 58 metrics in 11 areas of human capital management however, the applicability of metrics depends upon the size of the organization.

The core content of ISO 30414 comprises 58 Human Capital-related metrics, which are structured into eleven different areas

Human Capital Area	Scope and Content
Compliance and Ethics	5 metrics, i.e. information on grievance filed and disputes referred to external parties.
Costs	7 metrics, i.e. information on workforce and hire costs
Diversity	5 metrics, i.e. information on age and gender of workforce
Leadership	3 metrics, i.e. information on span of control and leadership trust
Organizational Culture	2 metrics, i.e. information on retention rate and engagement
Organizational Health, Safety and Well-being	4 metrics, i.e. information on lost time for injury and number of occupational accidents

Human Capital Area	Scope and Content
Productivity	2 metrics, i.e. information on revenue per employee and human capital ROI
Recruitment, Mobility and Turnover	15 metrics, i.e. information on number of candidates, turnover rate, and time to fill vacant positions.
Skills and Capabilities	5 metrics, i.e. information on total developing and training costs and number of training hours
Succession Planning	5 metrics, i.e. information on succession readiness state
Workforce Availability	5 metrics, i.e. information on absenteeism, number of employees, and full time equivalents



- 58 human capital related key metrics
- Differentiation according to internal/external reporting and organizational size.

This course is about “how to measure relevant metrics” and not about “how to perform relevant process”. Participants are expected to possess professional maturity of being familiar with relevant process performance.

- **Dates:** 1, 3, 5, 8, 10, 12, 15 & 17 April, 2024
- **Training:** Online via Zoom
- **Duration:** Total 16 hours, 8 sessions of 2 hours each
- **Orientation:** 29 Mar 2024
- **Regular Fee:** US \$ 1200 (valid till 31 Mar 2024)



SHRM CERTIFICATION

COMPETENCY-BASED GLOBAL HR CERTIFICATION DRIVES ORGANIZATIONAL EXCELLENCE AND ACCELERATES CAREER GROWTH

Choose Expert Leadership and Guidance



HR Metrics is pleased to offer cost-effective, convenient and customizable options for preparing some or all of your HR staff for SHRM Certification. Training can be held on-site at your location or in one of our classroom courses. Our certified instructors have HR experience to help students learn faster, retain more knowledge and prepare to pass the exam. Upon completion, students will be prepared to sit for the SHRM-CP/ SHRM-SCP with confidence. All students will sharpen their knowledge and practical, real-life competencies to make an immediate impact in your organization.

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.



Certification is a great choice for HR professionals who want to:

-  Increase their knowledge
-  Advance their skills
-  Earn recognition from the global community

Want to learn more about what we offer?

Spring 2024 Course: 16 Mar - 22 Jun 2024

Total 15 Sessions, each containing 3 hours of learning
Every Sat from 10 am to 1 pm (Pakistan Time UTC +5:00)

Total Learning Hours: 45

Learning Package include:

- Access to SHRM Learning Management System 2024
- Digital books, Tuition Classes by qualified instructor
- Certificate of Participation
- Mock practices on retired exam questions

APPLY FOR PREPARATORY COURSE

**SHRM Member/
HR Metrics Alumni:**

US \$ 1600

Become SHRM Member:

US \$ 1750

Non Member:

US \$ 1800



THE EDITORIAL TEAM



Syeda Rida

Head Stakeholders' Engagement

Syeda Rida SHRM-CP, is currently working as Head Stakeholders' Engagement at HR Metrics. She holds a Bachelor's Degree in Human Resource Management from Royal Holloway, University of London and recently qualified as SHRM – Certified Professional (CP).

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, Equity & Inclusion. Throughout her career, she has successfully led several initiatives and ensured end-to-end delivery of various projects. Rida has also remained a key contributor in the past 15 editions of the company's annual HR Magazine, "Workforce Tomorrow".

When Rida isn't immersed in her work, she can be found fueling her passion for knowledge and creativity through reading and painting.



Sadia Shah

Manager Operations

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 Operations. 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. She also got herself certified as ISO 30414 Lead Consultant/Assessor/ Practitioner 2023.



Iqra Usman

DEI Specialist

Iqra acquired her MBA degree from Quaid-e-Azam University Islamabad and started her career as an SEO Executive in one of the Marketing agencies. After almost a year she started working as a Culture & Engagement Executive in Khushhali Microfinance Bank as a part of OD team. Recently she joined HR Metrics as a DEI Specialist. She is also the program manager for GDEIB Awards 2024.



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. With proficiency in programs such as Adobe Illustrator, Adobe Photoshop and Canva, she has gained valuable experience in the field of design, which has contributed significantly to her growth and development. Her aim is to continue learning and growing in her role, further refining her craft and expanding her knowledge in the field of design. She has designed three editions of HR Magazine "Workforce Tomorrow" and "Women Leaders for Board Directory".

ZAHID MUBARIK

SHRM-SCP, SPHRI, GPHR

President SHRM Forum Pakistan
Member ISO HR Standards
Technical Committee 260



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 has been 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 or visit www.thehrmetrics.com



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 and holds 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.