

## CERTIFIED PROFESSIONAL'S DIRECTORY

# ISO 30414

## GUIDELINES FOR INTERNAL AND EXTERNAL HUMAN CAPITAL REPORTING STANDARD

### What is ISO 30414?

ISO 30414 is an international standard titled "Human resource management – Guidelines for internal and external human capital reporting." It provides a set of guidelines for organizations to report on various aspects of their human capital, both internally and externally. The standard aims to help organizations measure, manage, and report on their workforce effectively, with a focus on improving transparency and accountability. ISO 30414 provides a framework for reporting on 11 aspects of human capital, such as:



1. **Compliance:** Adherence to labor laws and regulations.
2. **Costs:** Financial aspects related to human capital, such as salaries and benefits.
3. **Diversity:** Representation of different demographics within the workforce.
4. **Leadership:** Quality and effectiveness of leadership within the organization.
5. **Organizational Culture:** The values, behaviors, and beliefs that shape the work environment.
6. **Productivity:** Measures of workforce efficiency and effectiveness.
7. **Safety:** Workplace safety and health measures.
8. **Recruitment and Turnover:** Volume, quality, time to hire, exit analysis
9. **Skills and Capabilities:** The knowledge, skills, and competencies of the workforce.
10. **Succession Planning:** Strategies for maintaining leadership and talent continuity.
11. **Workforce Availability:** Availability of qualified personnel to meet organizational needs.

### DISCLAIMER

The ISO 30414 Alumni Directory was last updated on 25th November 2024.  
The next update is scheduled for March 2025.

# Ultimate Goals of ISO 30414

- 01 Alignment with Business Strategy:** ISO 30414 links human capital metrics to organizational goals, ensuring the workforce contributes to strategic objectives and ESG targets.
- 02 Enhanced Decision-Making:** ISO 30414 enables HR to provide data-driven insights, leading to informed decisions on talent management and planning that align with ESG goals.
- 03 Improved Transparency and Accountability:** Regular reporting on human capital metrics demonstrates a commitment to ethical practices and employee well-being, boosting stakeholder confidence and meeting ESG expectations.
- 04 Benchmarking and Comparability:** Standardized HR metrics allow organizations to benchmark performance, identifying best practices and areas for improvement, enhancing overall ESG performance.

# Benefits of Human Capital Disclosure Standard

- 01** The use of standardized and agreed data, which describes organizational value in a broadly comparable sense;
- 02** The improvement of HRM processes that support good practice in establishing and maintaining positive employment relations;
- 03** Greater understanding of the financial and non-financial returns that are generated as a result of investments in human capital;
- 04** Accessible and transparent reporting of human capital data and insights that enhances internal and external understanding and assessment of an organization's human capital and its present and future performance.

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### GUIDELINES FOR INTERNAL AND EXTERNAL HUMAN CAPITAL REPORTING STANDARD

#### GLOBAL



**Ahmed Ali Zaharani**  
Talent Development Director  
National Center for Non-Profit  
Saudi Arabia



**Aisha Garba**  
CEO  
Aifa Consulting Limited  
Nigeria



**Ana Gagua**  
Organisational Development, Human Capital Management, Learning and Development Consultant  
Georgia



**Fumie Nakao**  
P&C Operations Manager  
Mercari  
USA



**Hammad Akram**  
Head, Organizational Effectiveness & Rewards  
SIPCHEM  
Saudi Arabia



**Hongchuan Randolph Lin**  
Co-Chairman, HR Risk Chapter  
RIMAS  
Singapore



**Juan Paolo Arao**  
Chief People Officer  
TecSurge  
Philippines



**Kei Murakami**  
Executive Consultant  
Kotora Co., Ltd.  
Japan



**Ketevan Gabinashvili**  
Career Consultant and Trainer  
Georgia



**Kohei Sugawara**  
Co-founder & Officer  
HCProduce Inc.  
Japan



**Koichiro Sugie**  
Director  
Kotora Co., Ltd.  
Japan



**Lee Tee Ling**  
Principal Consultant  
Just HR Pte Ltd  
Singapore



**Lovina Xie**  
HR Manager  
iNova Pharmaceuticals  
Singapore



**Margaret Balogun**  
HR & Training Advisor  
KC Gaming Networks Ltd (Bet9ja)  
Nigeria



**Masanori Koide**  
Senior Strategy- Manager  
Customer Success Group  
Salesforce  
Tokyo, Japan



**Muhammad A. Laghari**  
Chief Human Capital Officer  
ALJ International  
UAE



**Noriaki Kagawa**  
Representative Director - HR Technology Consortium, CEO- High Growth Company Co., Ltd.,  
Japan



**Oliver Kostrade**  
HR Director  
Panasonic Consumer Electronics Europe  
Germany



**Rebeca Fernández**  
CEO & Co-Founder  
AwAre  
UK



**Rupak M. Zaidi**  
HR Consultant & Senior Faculty  
Cambridge Academy of Professionals & World Academy UK  
Bangladesh



**Ryan Seah**  
Director,  
Kairos HR Solutions Pte. Ltd  
Singapore



**Ryoichi Suwa**  
Associate Client Partner  
Korn Ferry  
Japan



**Dr. Sabrina Pit**  
Director  
Work Wiser International  
Australia



**Serene Wong**  
Head Group Human Resources,  
Hong Leong Asia Ltd  
Singapore



**Shunsuke Hosaka**  
Founder & CEO  
HCProduce Inc.  
Japan



**Takashi Iwamoto**  
Professor of Yamagata University, & Contract Consultant of HCProduce Inc.  
Japan



**Tamica Price**  
Client Relationship Manager  
Dekh Solutions  
The Bahamas



**Tham Chien Ping**  
Principal Associate Consultant  
JustHR Pte Ltd  
Singapore



**Tipu Zaheer**  
Head of Compensation & Benefits  
ENGIE  
UAE



**Tsuyoshi Hara**  
Senior Representative  
Japan International Cooperation Agency  
Japan



**William Liu**  
Senior Managing Partner Human Future Co., Ltd.  
Tokyo, Japan

## ISO 30414

### GUIDELINES FOR INTERNAL AND EXTERNAL HUMAN CAPITAL REPORTING STANDARD

## PAKISTAN



**Nadia Akbar Huda**  
Director- HR  
Vital Pakistan Trust  
Pakistan



**Dr. Sitwat Husain**  
Group Head HR  
Habib Bank AG Zurich  
Pakistan



**Rizwan Mahmud**  
General Manager HR,  
Admin, IT and Security  
AJCL (Pvt) Limited  
Pakistan



**M. Haroon Khan**  
Director People &  
Organization  
Mobilink Microfinance Bank  
Pakistan



**Adnan Saeed**  
Head of Training & OD  
Ferozsons Laboratories Ltd.  
Pakistan



**Anam Ayub**  
Lead - HR  
Shared Services  
Midas Safety  
Pakistan



**Ayesha Sikander**  
Manager HR &  
Process Improvement  
eshifa  
Pakistan



**Faizan Arafat**  
Senior Consultant  
and Facilitator  
CUBE Consulting  
Pakistan



**Farooq Ahmad**  
Additional Director  
(HR & Admin)  
Punjab Healthcare Commission  
Pakistan



**Farooq Bilal**  
Deputy Director HR, DHA  
Karachi  
Pakistan



**Farhat Ali**  
Vice President  
Abacus Consulting  
Pakistan



**Fatima Chishti**  
Head of HR,  
Samsung Electronics  
Pakistan & Afghanistan  
Pakistan



**Hashim Khan**  
Director Administration  
Defence Housing Authority  
(DHA) Karachi  
Pakistan



**Jehanzeb Khan**  
HR Professional  
Pakistan



**Junal Maria D'cruz**  
HR Business Partner Bayer  
Pakistan (Pvt) Ltd.  
Pakistan



**Kashan Akram**  
Head of Human Resources  
Cnergycio Pk Limited  
Pakistan



**Khadija Bint Qasim**  
Senior Executive  
FFBL  
Pakistan



**Maryam Basit**  
Senior Executive  
(Talent Acquisition,  
Learning & Development)  
FFBL  
Pakistan



**Mohsin Nishat**  
Head of Human Resources  
Sustainability &  
Communications  
Sapphire Textile  
Mills Limited  
Pakistan



**Muhammad Bilal**  
Head of HR Operations  
Bayer Pakistan (Pvt) Ltd.  
Pakistan



**M. Waqas**  
Head of HR  
Governance & Services  
Khushhali Microfinance  
Bank Limited  
Pakistan



**M. Waqas Rafique**  
Head Of OD  
Cotton Web Ltd.  
Pakistan



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



**Romana Aziz**  
HR Professional  
Pakistan

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## PAKISTAN



**Sadia Shah**

Senior Manager Performance  
HR Metrics  
Pakistan



**Sadia Jehanzeb**

Former Senior Manager HR  
Habib University  
Pakistan



**Sameer Damani**

HR Business Partner  
Midas Safety  
Pakistan



**Dr. Samina Karim**

Executive Manager  
Organizational  
Development  
Mobilink Microfinance Bank  
Pakistan



**Sana Rehman**

DM Recruitment & Training  
Pakistan Suzuki Motors  
Pakistan



**Sanna Fakher**

Lead HR Business Partner  
Insights Driven Research  
Pakistan



**Dr. Saqlain Sher**

Head HR Communications  
& Employer Branding  
National Bank of Pakistan



**Shahina Hussaini**

Senior Manager HR  
Policies & Governance  
HBL  
Pakistan



**Shams Iqbal**

Freelance Consultant  
Pakistan



**Sidra Jamal**

Deputy Executive-  
Compensation & Benefits  
Fauji Fertilizer Company Ltd.



**Sikander Rathore**

Business Partner  
Transformation Segment  
Bayer Pakistan (Pvt) Ltd.  
Pakistan



**Syed Sajid Raza**

Senior Human Resource  
Consultant, Milan Solutions  
Pakistan



**Dr. Syed Qasim Shah**

Postdoctoral Research  
Fellow International Islamic  
University Malaysia  
Pakistan



**Syed Wasiq Ahmed Kalimi**

Manager Human Resources  
Aga Khan University  
Pakistan



**Tashfeen Abdullah**

Department Head  
HR Analytics  
Faysal Bank Limited  
Pakistan



**Umer Raza Bhutta**

CEO & Founder  
Abundance Business  
and Consulting  
Pakistan



**Usman Shabbir**

Manager Corporate  
Administration  
PTCL  
Pakistan



**Uzair Ejaz Virk**

Assistant Manager – HR  
Samsung Electronics  
Pakistan



**Waqas Waseem**

Head of HR & Admin  
Askari Life Assurance  
Company Limited  
Pakistan



# Aisha Garba

CEO  
Aifa Consulting Limited  
Abuja, Nigeria

## Academic Qualification(s)

- MSc Service Management
- BSc Business Information Systems

## Global Certification(s)

- MCIPD
- Lead Consultant/Assessor/ Practitioner ISO 30414
- Senior Lead Auditor ISO 9001
- Certified Employer Brand Leader
- Certified OKR Coach

## Top 3 Competencies

### Cost Management Metrics



### Leadership Growth Metrics



### Recruitment Metrics



*“ISO 30414 is the currency for workforce sustainability.”*

## Most Important Experiences and Accomplishments

Aisha, CEO of Aifa Consulting Limited, has established the firm as a leader in human capital advisory services, excelling in OKR strategy, ISO 30414 training, and workforce alignment for sustainable growth. Her leadership has driven transformative solutions that enhance organizational performance and strategic alignment.

At Veritas Kapital Assurance, Aisha’s exceptional leadership advanced workforce potential and fostered compliance through robust procurement governance and risk management frameworks. She introduced OKRs to align goals with strategy and launched the VKA e-Academy with gamification, achieving significant learning and cost efficiencies. Her efforts earned the company the “People First Organization Award” during the pandemic, reflecting her dedication to employee well-being and productivity.

At TAK Asset Management Ltd., Aisha played a pivotal role in strategic planning, attracting investors, and fostering growth from the company’s inception. Her tenure with Mainstreet Bank saw significant revenue growth through innovative business development, while at UBA, she led the Embassies & Airlines unit to profitability by strengthening client relationships.

As a Founding Member of the Society for People Analytics and Community Lead for Nigeria, Aisha advances workforce management through data-driven insights. Her contributions extend to international standardization as Co-chairperson of the National Technical and Mirror Committee on HR Management for the Standards Organization of Nigeria. Her expertise continues to shape HR practices and national standards, cementing her reputation as a leader in human capital strategy.

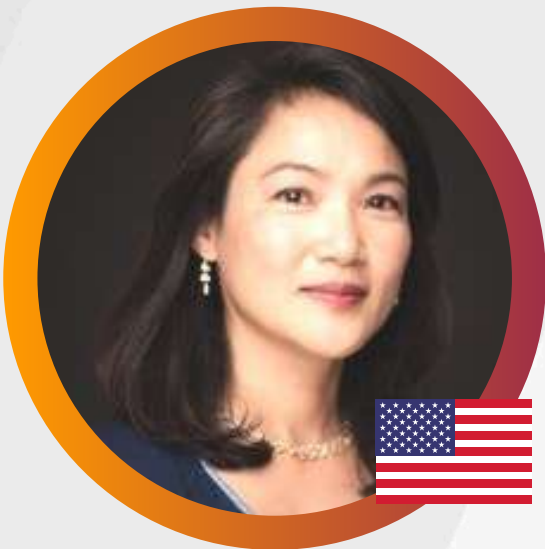
## Key Roles Performed

- Ag MD/Head Corporate Services
- Business Development Manager
- Head Customer Service & HCM
- Head Embassies & Airlines
- Service Quality Manager
- Customer Service Manager
- Training & Knowledge Manager



# Fumie Nakao

P&C Operations Manager  
Mercari  
San Mateo, United States



## Academic Qualification(s)

- Bachelor's Degree

## Global Certification(s)

- ISO 30414 Certified

## Top 3 Competencies

**Leadership Growth Metrics**



**Organizational Culture Metrics**



**Skills & Capabilities Metrics**



*"The certification elevated her presence as a HR professional both internally and externally."*

## Most Important Experiences and Accomplishments

In her 15+ years of experience in HR, she handled Employee Relations, Competency Development, Recruiting, Talent Management, Total Rewards, Payroll and Benefits Administration, HR Information and Technologies, and People Analytics. Her recent focus is People Operations, including People Analytics, HCM Reporting, and Workforce Strategy.

## Key Roles Performed

Implementing a performance management program as well as salary structure into the company.



# Hammad Akram Mughal

Head, Organizational Effectiveness & Rewards  
SIPCHEM (Sahara International  
Petrochemical Company)  
Jubail Industrial City  
Saudi Arabia

## Most Important Experiences and Accomplishments

Results-driven professional with 15+ years of progressive experience in Human Capital Transformation, Strategy, Operating Model, Organizational Design & Development, Total Rewards, Compensation & Benefits Design & HR advisory in high-risk multibillion dollar global Oil & Gas, Petrochemical, Mining, Minerals & Metal industries. Spearheaded the development and implementation of strategic initiatives to improve operational efficiency, drive organizational productivity. Successfully led design and delivery of cross functional strategic HR initiatives with visible bottom-line impact and significant value addition to business.

## Key Roles Performed

- Head, Organizational Effectiveness & Rewards @ Sipchem KSA, Europe & Asia
- Advisor, Organizational Development @ SADARA Chemicals Saudi Aramco
- Manager, Organizational Design @ Ma'aden (Saudi Arabian Mining Company)



## Academic Qualification(s)

- MSc I/O Psychology
- MBA (Merit)

## Global Certification(s)

- ISO 30414 Certified
- HAY Job Evaluation Certification (HAY Group USA)
- Competency Management Certification (IHRM Canada)

## Top 3 Competencies

### Cost Management Metrics



### Workforce Productivity Metrics



### Succession Management Metrics



*“Excellent design & delivery of the ISO 30414 certification, program can further be enriched by including global industry case studies for international Human Capital experts.”*





# Juan Paolo Arao

Chief People Officer  
TecSurge  
Cebu City, Philippines



## Academic Qualification(s)

- MBA

## Global Certification(s)

- ISO 30414 Certified
- Global Professional in Human Resources

## Top 3 Competencies

### Diversity & Inclusion Metrics



### Leadership Growth Metrics



### Organizational Culture Metrics



*"The certification elevated her presence as a HR professional both internally and externally."*

## Most Important Experiences and Accomplishments

Juan is a Results Certified Coach with two decades of progressive experience in strategic HR specializing in global talent management, competency modeling and framework development, leadership development programs, establishing and managing assessment and development centers, performance and business management in diverse industries, multi-national companies with cross-cultural environment. His passion towards continuously improving best practices in people, organizational culture, talent management, performance management and leadership development led him into writing and publishing research paper entitled "The Correlation of High Employee Performance and Leadership Potential Ratings: Case in Petrochemical Industry, United Arab Emirates" which he presented during the Abu Dhabi International Petroleum Exhibition & Conference (ADIPEC)-2020 in Abu Dhabi, United Arab Emirates.

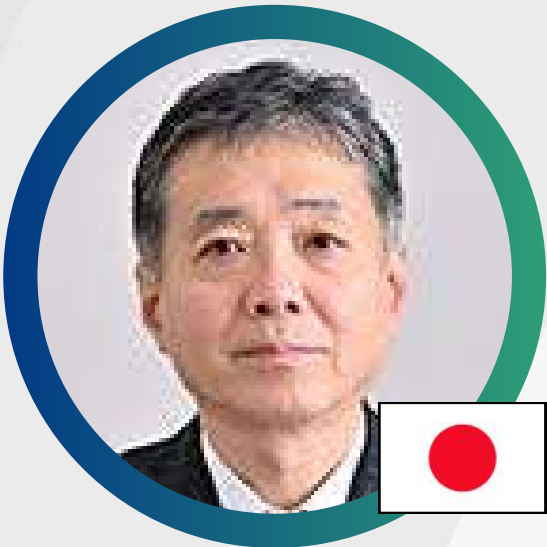
## Key Roles Performed

- Department Head-Talent Management and Organizational Development
- Senior Specialist-Talent Development



# Kei Murakami

Executive Consultant  
Kotora Co., Ltd.  
Tokyo, Japan



## Academic Qualification(s)

- Bachelor's Degree

## Global Certification(s)

- ISO 30414 Certified
- CFA

## Top 3 Competencies

**Cost Management Metrics**



**Organizational Culture Metrics**



**Workforce Productivity Metrics**



## Most Important Experiences and Accomplishments

He has been involved in seven human capital disclosure projects, of which the project to help a client obtain ISO 30414 conformance was the one that most enhanced his experience with human capital disclosure. After graduating from Tohoku University Faculty of Law, Mr. Murakami has worked as a fund manager at Tokai Bank (currently MUFG Bank) and its subsidiaries. After that he was engaged in market risk management at regional banks and Toyota Financial Services. The ISO30414 coaching program consists of four parts: lectures, knowledge tests, case studies, and judgment skill tests. The lectures and knowledge tests are very important for understanding not only the ISO30414 metrics but also the human capital reporting process. In the case study, Mr. Murakami created an audit report and according to him, it was extremely useful to have practical consulting experience through creating proposals, creating audit tools, and creating audit reports. In particular, learning how to improve the reliability and added value of proposals and reports will surely be useful in future practice. In addition, the final judgment skill test provided an opportunity to reaffirm troubleshooting and solutions to various issues that may be faced in consulting, which will also be useful in practice. Murakami believes the ISO 30414 Certification Program has helped him gain more confidence as a consultant in his professional lifestyle and practice.

## Key Roles Performed

Kei Murakami was engaged as a consultant to help a client obtain ISO 30414 conformity.



# Koichiro Sugie

Director  
Kotora Co., Ltd.  
Tokyo, Japan



## Academic Qualification(s)

- Bachelor's Degree of Economics

## Global Certification(s)

- ISO 30414 Certified

## Top 3 Competencies

Diversity & Inclusion Metrics



Leadership Growth Metrics



Organizational Culture Metrics



## Most Important Experiences and Accomplishments

Global Human Capital and Talent Management professional 20 years of progressive experience in people management. Graduated from the Department of Business Administration, Faculty of Economics, University of Tokyo. Mr.Sugie has been in charge of corporate strategy, business development, overseas business launch, etc. at listed companies such as major manufacturers, telecommunications carriers, and IT companies. CISO and responsible for the project acquiring ISO certification. At Kotora, engaged in project management and consultant work of Corporate Governance, SDGs, ESG, IFRS, and ISO30414.

## Key Roles Performed

Project Management and consultant



# Oliver Kothrade

HR Director  
Panasonic Consumer Electronics Europe  
Hamburg, Germany



## Academic Qualification(s)

- Master Human Resources and Labour Law

## Global Certification(s)

- ISO 30414 Certified

## Top 3 Competencies

Diversity & Inclusion Metrics



Recruitment Metrics



Succession Management Metrics



## Most Important Experiences and Accomplishments

As an HR professional, Oliver had the pleasure of implementing key metrics that have transformed their organization. By utilizing Diversity and Inclusion Metrics, he has helped foster a more inclusive workplace culture that values varied perspectives. Their Recruitment Metrics has streamlined their hiring process, significantly improved candidate quality and reducing time-to-hire. Succession Management Metrics has been instrumental in identifying and preparing future leaders, ensuring business continuity and leadership readiness. These strategic initiatives have not only enhanced their HR practices but has also driven substantial business outcomes, making company stronger and more competitive in the industry.

## Key Roles Performed

In this era of relentless organizational changes, his role in Human Resources is continually challenged to adapt and refocus. These constant shifts compel him to reassess and redefine his strategies to ensure he continually add value to the business. As he navigates technological advancements, regulatory changes, and cultural transformations, his role becomes pivotal in aligning workforce capabilities with strategic business objectives. This involves managing talent, ensuring compliance, fostering a culture of continuous improvement, and leveraging data analytics for strategic insights. By enhancing employee engagement, Oliver steers the organization towards sustained growth and competitiveness.

*“ISO 30414 is a vital certification for human capital reporting, offering guidelines for internal and external reporting on human capital to stakeholders. It helps organizations measure and evaluate their workforce's effectiveness, enhancing transparency and informing better decision-making in human resource management.”*



# Takashi Iwamoto

Project Professor  
Keio University  
Urayasu, Japan



## Academic Qualification(s)

None

## Global Certification(s)

- ISO 30414 Certified

## Top 3 Competencies

### Diversity & Inclusion Metrics



### Leadership Growth Metrics



### Organizational Culture Metrics



## Most Important Experiences and Accomplishments

Takashi has published the following 4 books (in Japanese) related to human capital management and disclosure after he received ISO 30414 certifications in October 2020.

1. "Human Capital Disclosure as Business Strategy" (JMA Management Center, May 27, 2022)
2. "Strategic Human Capital Disclosure" (JMA Management, October 30, 2022)
3. "Human Capital Management to Create Corporate Values" (Nikkei Publishing, November 14, 2022)
4. "Human Capital Management Basics" (PHP Institute, December 14, 2023)

Then, after Japan became a P member of ISO/TC 260 in February 2023, I became a Vice Chair of the National Mirror Committee, Japan. Also, the number of awarding events for human capital management and disclosure has been increasing in Japan and I am acting as members or the judging committees of various awarding events.

## Key Roles Performed

As an academic person, I promote and educate human capital management and disclosure to people in various companies.



# Tham Chien Ping

Principal Associate Consultant  
JustHR Pte Ltd  
Singapore

## Most Important Experiences and Accomplishments

CP is a Asian HR Leader based in Singapore with more than 10 years of combined experience in HR Business Partnering, Learning, Talent and Organisation Development locally and regionally in Asia. Currently leading the development of people practices and capabilities in Fintech start-ups and sector in Singapore with a Singapore Government supported organisation, he has worked in various HR roles in the Singapore Civil Service, Multi-National Corporations (IT, Medical, Insurance Brokerage & Professional Services), Banking & Finance Institutions and high-growth technology-driven start-ups. He is active with HR professional bodies in US (SHRM), UK (CIPD), Singapore (IHRP and SHRI) and Australia (AHRI), contributing to the HR profession in both voluntary and paid roles as a content developer and reviewer, committee member (ethics and continuous professional development), mentor, career coach, adjunct lecturer and trainer. As a Singapore Certified Management Consultant by TÜV SÜD, he also provides ad-hoc HR consultancy and advisory services to companies based in Singapore. Since 2019 CP is the Master Facilitator and Representative for SHRM in South-East Asia. A trusted partner to business leaders looking to elevating organization performance through their people.

## Key Roles Performed

- Asia HR/OD Leader
- Consultant
- Lecturer
- Trainer



## Academic Qualification(s)

- MSc I/O Psychology
- MBA (Merit)

## Global Certification(s)

- ISO 30414 Certified
- CPLP
- PCC
- IAF-CPF
- FCIPD
- IHRP-SP

## Top 3 Competencies

### Organizational Culture Metrics



### Skills & Capabilities Metrics



### Succession Management Metrics





# Nadia Akbar Huda

Director- HR  
Vital Pakistan Trust  
Karachi, Pakistan



## Academic Qualification(s)

- MBA

## Global Certification(s)

- ISO 30414 Certified
- SHRM-SCP
- DEI Certified

## Top 3 Competencies

**Compliance & Ethics Metrics**



**Diversity & Inclusion Metrics**



**Recruitment Metrics**



## Most Important Experiences and Accomplishments

Nadia is a Director-Human Resources at Vital Pakistan Trust. She is providing leadership and consultation to senior management on all Strategic HR related matters including workforce planning, succession planning, talent acquisition & management, change management, organizational structure, performance management, diversity, equality and inclusion, learning and development, total rewards i.e. compensation, benefits, and HR information system. Nadia is a Senior Certified Professional from the Society of Human Resource Management (SHRM) USA and has received an MBA degree from the Institute of Business Administration (IBA). Nadia has more than 20 years of diversified experience in leading and managing the Human Resource function in different national and multinational companies in different sectors like Healthcare, Education, Information Technology, Fashion & Textile, Logistics, Facilities Management etc. and has collaborated with multicultural teams across various regions. Additionally, Nadia has also received three international awards for implementing HR best practices and for achieving excellence in building the Employer's Brand. She is involved in different voluntary and community work and also serving as a Board Member-HR in voluntary capacity. She is a strong believer of diversity & pluralism, continuous quality improvement and lifelong education.

## Key Roles Performed

Nadia Akbar Huda has excelled in key HR roles, including as Director of Human Resources at Vital Pakistan Trust, People Director at CBRE Corporate Outsourcing, and Head of Human Resources at various organizations. Her responsibilities span strategic HR management, talent acquisition, policy implementation, organizational development, and leadership development. With over 20 years of experience across healthcare, real estate, retail, and IT sectors, she has demonstrated expertise in fostering employee engagement, implementing HR best practices, and driving business growth through effective HR strategies. Her commitment to diversity, inclusion, and continuous learning underscores her role as a strategic HR leader.



# Dr. Sitwat Husain

Group Head HR  
Habib Bank AG Zurich  
Karachi, Pakistan



## Academic Qualification(s)

- MBA

## Global Certification(s)

- ISO 30414 Certified
- GPHR (HCI)
- SHRM-SCP

## Top 3 Competencies

### Diversity & Inclusion Metrics



### Leadership Growth Metrics



### Succession Management Metrics



“He is an instructor for SHRM and GPHR too.”

## Most Important Experiences and Accomplishments

Dr. Sitwat Husain is a diversified and senior HR practitioner, who has worked for both local conglomerates as well as blue-chip multinational companies, within and outside Pakistan. Currently the Group Head of Human Resources, for Habib Bank AG Zurich, his remit spans across 10 countries in four continents. His 30 years plus experience has been in six different industries, inclusive of but not limited to the Banking, Pharmaceutical, Engineering, and Insurance sectors. During these tenures, Dr. Sitwat’s different HR Leadership roles have given him oversight across more than 25 countries. With a double Majors in business administration (HR and Marketing), he is also an HR certified practitioner, trainer, and instructor for both the SHRM (USA) and HCI (USA) certifications.

## Key Roles Performed

- Global HR Head across 11 countries (current) - 9 years
- Regional HR Head (Middle East & Pakistan) - 5 years
- Regional Head (ASEAN) - 2 years
- Director HR Pakistan - 2 years





# Rizwan Mahmud

General Manager HR, Admin, IT and Security  
AJCL (Pvt) Limited  
Karachi, Pakistan



## Academic Qualification(s)

None

## Global Certification(s)

- ISO 30414 Certified
- SHRM-SCP

## Top 3 Competencies

### Cost Management Metrics



### Leadership Growth Metrics



### Workforce Productivity Metrics



*“This certification enabled him to quantify HR for decision makers in his company, thus, giving it a rightful place in the decision-making circle.”*

## Most Important Experiences and Accomplishments

Rizwan Mahmud is a seasoned director with a substantial background in the Airlines/Aviation industry, possessing a wealth of experience and expertise. Armed with a demonstrated history of successful ventures, he stands out as a skillful professional adept in the realms of Management, Leadership, Organizational Development, Change Management, and Directorship. Holding an MSc in Strategic Studies from the prestigious National Defence University as well as an MS in Human Resource Management, Rizwan Mahmud brings a unique blend of strategic insight and HR acumen to the table. He has been lucky to have a wonderful team with him. Policy making and renewal, improved performance management and most important of all, reevaluation of what all they did and how can it be improved.

## Key Roles Performed

He was instrumental in reshaping the Biannual performance review by laying emphasis on deliverables through measurement of KPIs and ensuring the review remains fair and unbiased through oversight.



# Muhammad Haroon Khan

Director People & Organization  
Mobilink Microfinance Bank  
Islamabad, Pakistan

## Most Important Experiences and Accomplishments

With two decades of dedicated experience in Human Resources, Muhammad Haroon Khan brings a wealth of expertise and a proven track record in cultivating thriving workplace environments. Throughout his career, he has successfully navigated the dynamic landscape of HR, demonstrating a comprehensive understanding of talent acquisition, employee relations, performance management, and organizational development. As a seasoned HR professional, he has initiatives that align with business objectives. His proficiency in recruitment has not only resulted in the acquisition of top-tier talent but has also contributed significantly to workforce diversity and inclusion. He adept at fostering positive employee relations through effective communication and conflict resolution strategies, creating an atmosphere of collaboration and mutual respect. In addition to his hands-on experience, he has a strong foundation in policy development and compliance, ensuring that organizations adhere to industry regulations and ethical standards. His proactive approach to talent management has enabled him to implement performance appraisal systems that drive employee engagement and professional growth. Throughout his career, he has successfully managed HR teams, providing leadership and guidance to enhance their capabilities and achieve departmental goals. He is committed to staying abreast of industry trends and evolving HR practices, consistently seeking opportunities for professional development to bring innovative solutions to the organizations he serves. In summary, his two decades of HR experience reflect a blend of strategic thinking, operational efficiency, and a commitment to fostering a positive workplace culture. he is poised to leverage his extensive background to contribute effectively to the success of any organization.

## Key Roles Performed

- Technological Advancement
- Cost Savings
- Compliance and Risk Management according to HR laws and regulations
- Training & Development
- Taking DEI numbers from single digit to two digits in every organization i served



## Academic Qualification(s)

None

## Global Certification(s)

- ISO 30414 Certified
- Executive Education from YALE School of Management

## Top 3 Competencies

### Compliance & Ethics Metrics



### Recruitment Metrics



### Workforce Availability Metrics





# Faizan Arafat

Senior Consultant and Facilitator  
CUBE Consulting  
Karachi, Pakistan



## Academic Qualification(s)

None

## Global Certification(s)

- ISO 30414 Certified
- Six Sigma Black Belt

## Top 3 Competencies

Diversity & Inclusion Metrics



Organizational Culture Metrics



Skills & Capabilities Metrics



## Most Important Experiences and Accomplishments

Certified Trainer on Mental Health & Psychosocial Support by School of Leadership Foundation & UNICEF. Certified Industrial Relations Professional. Designed, Co-facilitated and evaluated assessment of potential school heads of a Global School Chain under the criteria mutually identified with the organization. The criteria included competencies of emotional intelligence, crisis management and other essential leadership traits. Created 9 Principles of Operational Excellence for international client. Curated content on the principles to develop an in-depth understanding. Also designed 2-day Program Design to Train Employees on OPEX and facilitate the experience on how to achieve it within their respective organizations. Curated an extensive Certified Coaching program enabling participants to practice coaching as a skill to enable people around them be better and contributing individuals and professionals. Curated a learning experience on sales process and closing techniques for an international client with logistics and delivery services across three countries.

## Key Roles Performed

Having served as a Board of Director at Amwaj, School of Leadership and as a Founding Partner at Catalyst Corp, Faizan is currently working as a senior consultant and facilitator at CUBE Consulting. He is a business graduate from IBA Karachi. He has a diverse professional experience of more than 8 years which involves working with corporate professionals, women, government officials and youth from colleges and universities. His areas of expertise include designing modular based programs with simulations and experiential learning that are conducive to human development and organizational growth.



# Farhat Ali Bokhari

Vice President  
Abacus Consulting  
Lahore, Pakistan



## Academic Qualification(s)

None

## Global Certification(s)

- ISO 30414 Certified
- SPHRi
- SHRM-SCP

## Top 3 Competencies

### Leadership Growth Metrics



### Workforce Productivity Metrics



### Succession Management Metrics



## Most Important Experiences and Accomplishments

Over 15 years, Farhat has excelled in Human Resources (HR), demonstrating expertise in total rewards, workforce analytics, and employee engagement. His achievements include overseeing Pakistan's largest remuneration survey and managing a diverse talent analytics portfolio, showcasing adept leadership. At Abacus Consulting, he played a pivotal role, managing HR solutions for 300+ local and multinational firms, fostering deep insights into HR practices. An MBA graduate, Farhat holds certifications like SHRM-SCP, SPHRi, and ISO 30414 accreditation, signifying comprehensive industry knowledge. His career spans diverse sectors, cultivating a robust HR platform grounded in analytical proficiency. Conducting impactful training for entities like HUBCO and Samsung, he tailors approaches to individual learning styles, contributing significantly to top-tier organizations' human capital strategies for over a decade.

## Key Roles Performed

Farhat, in diverse HR roles, has steered strategic HR initiatives, supervising total rewards structures, workforce analytics, 360 assessments, and employee engagement strategies. Within Abacus Consulting, he orchestrated holistic HR solutions for local and multinational enterprises, refining insights into industry best practices. His expertise extends across talent management, HR analytics, recruitment, organizational development, and crafting impactful rewards strategies. These showcase his adeptness in spearheading varied HR initiatives, demonstrating a wide-ranging HR proficiency.



# Hashim Ali Khan

Deputy Director  
Askari Colonies Management (South)  
Karachi, Pakistan



## Academic Qualification(s)

None

## Global Certification(s)

- ISO 30414 Certified
- SHRM-SCP

## Top 3 Competencies

### Compliance & Ethics Metrics



### Organizational Health, Safety & Wellbeing Metrics



### Workforce Productivity Metrics



“HR certifications provide a great opportunity for professional to remain updated on latest trends in the field of HR and allow the experience sharing among the professionals.”

## Most Important Experiences and Accomplishments

- Cost reduction of Rs 0.5 million through manpower optimization.
- Cost reduction of Rs 5 million through innovation in financial management and maintenance.
- Acquisition of reduced rates for employees and wards at hospitals with top-of-the-line services.
- Rehabilitation of over 7000 plus Internally Displaced individuals in border areas with Afghanistan.
- Improvement in mental health of employees through guidance and counselling.

## Key Roles Performed

- Recruitment
- Conflict resolution
- Administration
- Budgeting
- Negotiation
- Counselling and mentoring



# Maryam Basit

Senior Executive  
(Talent Acquisition, Learning & Development)  
FFBL  
Islamabad, Pakistan



## Academic Qualification(s)

- MBA

## Global Certification(s)

- ISO 30414 Certified

## Top 3 Competencies

### Diversity & Inclusion Metrics



### Recruitment Metrics



### Skills & Capabilities Metrics



*“It was a really smooth process. Team HR Metrics was super cooperative and helpful throughout the learning journey. Had a wonderful learning experience with Trainer Mr. Zahid Mubarik. He is full of knowledge and experiential insights.”*

## Most Important Experiences and Accomplishments

Maryam Basit is a highly skilled Talent Acquisition professional with extensive experience in sourcing, attracting, and placing top talent. Her expertise encompasses all facets of the recruitment process, including talent sourcing, talent attraction, offer placements, salary alignment, and thorough documentation. She excels in New Employee Orientation, ensuring a seamless and efficient onboarding experience for all new hires. Her proficiency extends to managing comprehensive programs such as Internship and Graduate Trainee Programs, where I nurture and develop future industry leaders. Her approach to Learning & Development is multifaceted, including conducting thorough Training Needs Analysis, creating detailed Competency Maps and Individual Development Plans, and developing strategic L&D Frameworks. She has successfully designed and executed training calendars that align with organizational goals and drive employee development.

## Key Roles Performed

- Talent Acquisition
- L&D



# Muhammad Waqas

Head of HR Governance & Services  
Khushhali Microfinance Bank Limited  
Islamabad, Pakistan



## Academic Qualification(s)

None

## Global Certification(s)

- ISO 30414 Certified
- DEI Certified

## Top 3 Competencies

### Compliance & Ethics Metrics



### Cost Management Metrics



### Diversity & Inclusion Metrics



## Most Important Experiences and Accomplishments

Muhammad Waqas, a seasoned HR professional with over 16 years of diverse experience in various HR roles, holds a master's degree in HR Discipline and is an Associate Member of the Cost & Management Accounting body, ICMA Pakistan. He is a certified Human Resource Professional from HRCi, USA and has played a pivotal role in driving diversity and inclusion initiatives within organizations after achieving the 'Certified Professional' badge in this field. In his current capacity as Head of HR Governance and Services, he has been instrumental in contributing to a nationwide Core Banking Software Project and successfully leading the implementation of the Oracle HCM System. Muhammad Waqas also provides strategic insights into Manpower Planning and Budgeting, aligning these critical aspects with business strategy and organizational affordability. He is responsible for designing and executing various reward programs, ensuring that the organization's pay practices align with market best practices.

Muhammad Waqas is actively involved in managing HR Audits and ensuring regulatory compliance while fulfilling various other responsibilities. His unwavering belief in the importance of continuous learning and self-development has been a driving force behind his personal and professional growth and progress.

## Key Roles Performed

- Manager Compensation
- Manager HRIS
- Manager HR Operations & Governance
- Head Governance & HR Services



# Sadia Shah

Senior Manager Performance  
HR Metrics  
Abbottabad, Pakistan



## Academic Qualification(s)

- BSc (Chemical Engineering)

## Global Certification(s)

- ISO 30414 Certified

## Top 3 Competencies

### Compliance & Ethics Metrics



### Organizational Culture Metrics



### Recruitment Metrics



## Most Important Experiences and Accomplishments

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 Senior Manager Performance. 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 gets herself certified as ISO 30414 Lead Consultant/Assessor/ Practitioner 2023.

## Key Roles Performed

- Compliance
- Performance Management





# Dr. Samina Karim

Executive Manager Organizational Development  
Mobilink Microfinance Bank  
Islamabad, Pakistan

## Most Important Experiences and Accomplishments

Dr. Samina Karim has diverse experience of working in 4 core banking areas - sales & Marketing, Risk Management, Credit Management, and Human Resource Management. She is an experienced Human Capital expert with extensive understanding of various divisions within the financial sector including Human Capital, Credit Management, Risk Management and Consumer Banking. She has more than 19 years of work experience. She earned a PhD in Human Capital from Capital University of Science & Technology- Islamabad, a diploma in Information Technology from Punjab University, a MS in Human Capital from Capital University of Science & Technology- Islamabad and a MBA in HRM from University of Engineering, Taxila. She has a thorough professional imbued with in-depth knowledge and hands on experience in the financial sector. Additionally, she is working as a visiting faculty of Riphah International University and shifa university. She worked with many industry leaders of the Pakistan financial sector such as Askari Bank Limited and Mobilink Microfinance Bank. Currently, she is working as Executive Manager Organization Development in Mobilink Microfinance Bank.

## Key Roles Performed

- Sales & Marketing
- Risk Management
- Credit Management
- Human Resource Management



## Academic Qualification(s)

None

## Global Certification(s)

- ISO 30414 Certified
- PhD degree - Human Resource Management

## Top 3 Competencies

### Diversity & Inclusion Metrics



### Organizational Culture Metrics



### Succession Management Metrics



*"It was practical & experiential. "*



# Sanna Fakher

Lead HR Business Partner  
Insights Driven Research  
Islamabad, Pakistan



## Academic Qualification(s)

None

## Global Certification(s)

- ISO 30414 Certified
- SHRM-SCP

## Top 3 Competencies

Diversity & Inclusion Metrics



Recruitment Metrics



Succession Management Metrics



## Most Important Experiences and Accomplishments

Sanna most important accomplishment is to establish the HR department from ground up at IDR. Her previous experience with established organizations enabled her to develop the HR processes and policies in line with the local laws as well as industry best practices. She also takes pride in branding her current organization and introducing this new industry of expert network to Pakistan market.

## Key Roles Performed

She started her career as a recruitment officer. Afterwards she was offered the role of HR Lead at IDR. After 1 year she got promoted to Lead HR Business Partner.



# Dr. Saqlain Sher

Head HR Communications & Employer Branding  
National Bank of Pakistan  
Karachi, Pakistan

## Academic Qualification(s)

None

## Global Certification(s)

- ISO 30414 Certified
- SPHRi
- PMP

## Top 3 Competencies

### Diversity & Inclusion Metrics



### Organizational Health, Safety & Wellbeing Metrics



### Recruitment Metrics



*“HR Metrics stands out as an exceptional certification provider in Human Resources, offering comprehensive and practical insights into modern HR practices. Their program intricately combines theoretical knowledge with real-world applications, equipping professionals with valuable skills in workforce analytics, HR metrics, and data-driven decision-making. Participants benefit from an interactive learning environment, gaining proficiency in strategic HR measurement, fostering enhanced organizational performance, and driving informed HR strategies. The certification from HR Metrics is highly regarded for its relevance, depth, and immediate applicability, empowering HR practitioners to navigate complexities in today’s dynamic workplace with confidence and expertise.”*

## Most Important Experiences and Accomplishments

Dr. Saqlain Sher, a distinguished Strategic Human Resource Management Professional, holds a Ph.D. in Human Resources Management and an impressive range of certifications including SHRM-SCP, PMP, Lead Auditor ISO 30414, MCIPD, and SPHRi. With extensive experience.

## Key Roles Performed

Dr. Saqlain Sher boasts a rich career as a Strategic HR Management professional across diverse sectors like Oil & Gas, Energy, Telecom, and Banking. His roles include pivotal transformations and strategic leadership, overseeing HR departments, and shaping policies for sustainable growth. Notable achievements encompass leading HR operations, project administration, and international mobilization. Dr. Sher’s expertise in talent management, compliance, risk management, and training aligns with his impactful contributions to revamping processes and HRIS implementations. His leadership demonstrates adeptness in HR policy development, talent acquisition, diversity initiatives, and employer branding, cementing his status as a change leader and HR strategist.



# Dr. Syed Qasim Shah

Postdoctoral Research Fellow  
International Islamic University Malaysia  
Karachi, Pakistan

## Most Important Experiences and Accomplishments

As a Postdoctoral Research Fellow at the International Islamic University Malaysia, he has leveraged his expertise to contribute significantly to the field of Human Resource Management. With a PhD from the IIC University of Cambodia, he has a solid academic foundation complemented by diverse professional experiences. His dedication to continuous professional development in Human Resource Management is reflected in the attainment of various national and international certifications, including the prestigious ISO 30414 Certification. These certifications have not only broadened his skill set but also equipped him to address contemporary HR challenges effectively. Throughout his career, he has demonstrated a commitment to excellence, innovation, and collaboration. His accomplishments include one significant achievement in HR management includes successfully implementing a comprehensive employee training and development program, resulting in a measurable increase in employee engagement and productivity. Another notable accomplishment is spearheading a diversity and inclusion initiative that enhanced workplace culture and attracted top talent, leading to improved organizational performance metrics. He is passionate about driving organizational success through strategic HR practices and look forward to contributing further to the industry.

## Key Roles Performed

Throughout his career, he has undertaken diverse roles that have enriched his understanding of Human Resource Management. As a Postdoctoral Research Fellow, he conducts cutting-edge research, mentor students, and collaborate with industry partners to bridge academia and practice. Additionally, his role involves curriculum development and delivering lectures on HR-related topics. Previously, he served in HR leadership positions where he formulated and implemented strategic HR initiatives, managed talent acquisition, developed training programs, and facilitated organizational development interventions. These roles have provided him with invaluable insights into the multifaceted aspects of HR management and leadership.



## Academic Qualification(s)

- Postdoctoral Research Fellow

## Global Certification(s)

- ISO 30414 Certified
- Certified Human Resource Global Analyst, Chartered Institute of Human Resource Management, Nigeria

## Top 3 Competencies

### Leadership Growth Metrics



### Organizational Culture Metrics



### Workforce Productivity Metrics



*"As a seasoned HR professional and academic, he can confidently endorse the ISO 30414 Certification as a transformative milestone in his career. This certification not only validates his expertise but also equips him with a comprehensive framework to optimize HR practices."*



# Tashfeen Abdullah

Department Head HR Analytics  
Faysal Bank Limited  
Lahore, Pakistan



## Academic Qualification(s)

None

## Global Certification(s)

- ISO 30414 Certified

## Top 3 Competencies

### Cost Management Metrics



### Leadership Growth Metrics



### Workforce Productivity Metrics



"The ISO 30414 standard has been an invaluable tool for our organization. It has provided us with a comprehensive framework to effectively manage and measure our human capital. By implementing the guidelines outlined in ISO 30414, we have been able to enhance our HR practices, improve employee engagement, and drive organizational success. The standard has helped us streamline our talent management processes, identify areas for improvement, and make data-driven decisions. We highly recommend ISO 30414 to any organization looking to optimize their human resources and achieve sustainable growth."

## Most Important Experiences and Accomplishments

As the Department Head of HR Analytics at Faysal Bank, he led initiatives focusing on talent identification and competency-based skill development. Utilizing advanced analytics, he reshaped key HR functions, fostering a culture of innovation within the team. By conducting detailed attrition analysis, he identified patterns in employee turnover, enabling proactive measures for improved retention and workforce stability. This effort significantly reduced recruitment and training costs. Addressing employee turnover and disengagement, he utilized various HR data points to develop targeted retention strategies, resulting in a substantial decrease in turnover and increased employee engagement. He also played a crucial role in implementing an HR analytics dashboard, providing real-time insights into key metrics. This tool empowered leaders to make informed, data-driven decisions, amplifying HR's strategic impact within the organization. In summary, his tenure at Faysal Bank focused on talent management, competency-based skill development, and attrition analysis, contributing to the organization's success through informed decision-making and enhanced employee retention within a concise and impactful approach.

## Key Roles Performed

He is currently serving as Department Head HR Analytics at FFBL; previously served as Unit Head Performance & People Analytics, Unit Head Rewards, Policy & Operational Risk.



# Waqas Rafique

Sr. Manager  
Cotton Web Ltd.  
Lahore, Pakistan



## Academic Qualification(s)

- MBA (LUMS)
- Textile Eng. (NTU)

## Global Certification(s)

- ISO 30414 Certified
- Entrepreneurship course from Silicon Valley, CA, USA

## Top 3 Competencies

### Cost Management Metrics



### Leadership Growth Metrics



### Organizational Culture Metrics



## Most Important Experiences and Accomplishments

As a textile engineer with nine years of expertise predominantly in industrial engineering, his current role in the Organizational Development (OD) department represents a significant milestone in his career trajectory. With a solid foundation in optimizing processes, enhancing efficiency, and boosting productivity within textile manufacturing, it brought a wealth of experience to his new position. Within the OD department, he leverages his industrial engineering background to drive organizational effectiveness and facilitate positive transformations. Employing principles of systems thinking, data analysis, and continuous improvement, he collaborates cross-functionally to identify opportunities for improvement, devise strategies for organizational advancement, and implement sustainable solutions. His tenure in industrial engineering has sharpened problem-solving abilities, analytical acumen, and adeptness at navigating the intricacies of large-scale manufacturing. These competencies form the bedrock of his work in OD, where he is dedicated to fostering an environment of innovation, teamwork, and professional development. With a fervent commitment to driving impactful change and a demonstrated history of success in industrial engineering, he is enthusiastic about contributing to the ongoing growth and evolution of our organization through his role in the OD department.

## Key Roles Performed

As a textile engineer specializing in industrial engineering with nine years of experience, his transition to the Organizational Development (OD) department entails driving organizational effectiveness and positive change. Leveraging expertise in optimizing processes and boosting productivity, he collaborates across departments to identify improvement opportunities, devise strategies, and implement sustainable solutions. With a foundation in systems thinking, data analysis, and continuous improvement methodologies, he facilitates a culture of innovation, collaboration, and employee development. Committed to driving meaningful change, he aims to contribute to the ongoing success and evolution of our organization through his role in the OD department.



# Waqas Waseem

Head of HR & Admin  
Askari Life Assurance Company Limited  
Karachi, Pakistan



## Academic Qualification(s)

None

## Global Certification(s)

- PHRi
- ISO 30414 Certified

## Top 3 Competencies

Leadership Growth Metrics



Workforce Productivity Metrics



Succession Management Metrics



## Most Important Experiences and Accomplishments

Waqas Waseem brings with himself over 18 years of multi-faceted experience in Human Resources in FMCG and Financial sector of Pakistan. During his career with reputed companies, Waqas has worked in key HR disciplines such as Talent Management, People Operations & Development, Culture & Values, Automation & Digitalization, Performance Management, Customer Experience, Employment Relations, Compliance, and Change Management, to name a few. Having graduated with a specialization in HRM, he started his career in HR with Pakistan's top Food company where he contributed HR support to business in revamping company's vision and culture preferences, oversaw employment life-cycle, and managed labor relations. His next stint with Pakistan's leading financial sector company included talent acquisition, revamping policy framework & grade structure, assessment centers, performance management, reward & CSR programs, and HR automation. He is currently associated with Pakistan's premier business conglomerate as Head of HR & Admin for one of its financial subsidiaries.

## Key Roles Performed

A staunch believer of excellence through continuous development, self-assessment and coaching, Waqas has undergone various professional training along with international certifications to keep himself abreast with global workplace trends in the field of HRM. A futuristic HR leader with focus on measurement, planning, and service delivery, Waqas' passion is making work and workplace meaningful, and making people at their natural best through cultural dynamics, investment in people, and technology use.