

WORKFORCE

tomorrow

17th Edition – 2025

“

DEI is central to Jazz's sustainability vision, seamlessly integrating the "Social" and "Governance" pillars of ESG. ”

AAMIR HAFEEZ
IBRAHIM

CEO Jazz



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CEO's

Message



Zahid Mubarik
SHRM-SCP, GPHR, SPHRi

CEO HR Metrics
President SHRM Forum Pakistan
SHRM Partner Pakistan
Founding Member ISO Geneva Technical Committee 260 for HR Standards
Former Member Pakistan Stock Exchange ESG Task Force

Dear Readers,

As we reflect on another successful year at HR Metrics, I am delighted to share the progress we've achieved together with our partners and stakeholders. Over the past year, we saw a remarkable 15% increase in the number of companies using the Global Diversity, Equity, and Inclusion Benchmarks (GDEIB) standards. This growth underscores the commitment of organizations toward fostering inclusive workplaces and aligning DEI strategies with broader sustainability goals.

Our latest findings reveal that 92% of organizations leveraging GDEIB standards have used them effectively for gap analysis and aligning DEI with sustainability. Encouragingly, gender diversity has become a key priority for all these companies, and 84% are actively working toward developing leaders with an inclusive mindset—a critical step for achieving long-term cultural transformation.

In our ongoing effort to advance equity and inclusion, HR Metrics proudly launched an e-portal for women leaders this year. This initiative is designed to help organizations identify and appoint women as board directors, creating opportunities for impactful leadership and governance diversity.

I extend my heartfelt gratitude to our clients, collaborators, and team members for their unwavering dedication to these shared goals. Together, we are shaping a future where workplaces are not only inclusive but also thriving with innovation and equity.

Thank you for being part of this journey. Let us continue to set new benchmarks and lead with purpose.

About CEO Jazz

Aamir Hafeez Ibrahim, CEO of Jazz since 2016, has over 30 years of experience in telecommunications and digital innovation. Under his leadership, Jazz as a ServiceCo, serves over 100 million customers and remains Pakistan's top 4G operator, with \$10.6 billion in investments and annual revenues of \$1.4 billion. He has scaled JazzCash to 45 million users, championing financial inclusion, and leads Mobilink Microfinance Bank as their Chairman in serving underserved populations. A Hilal-i-Imtiaz recipient, Aamir drives diversity and innovation, bridging academia and industry in his role as Board member at NUST. His efforts extend to crisis response and gender equity, highlighting his commitment to enabling lives and fostering technological progress in Pakistan.



How has Jazz successfully integrated social and financial performance indicators into its business strategy?

At Jazz, integrating social performance with financial outcomes is fundamental to our strategy. For example, JazzCash, now serving 45 million customers with a 30% female base, promotes financial inclusion for underserved populations while driving revenue. Our digital literacy and education initiatives empower communities, creating a more tech-savvy customer base.

These programs address pressing societal challenges while aligning with business metrics such as customer retention and market expansion. This dual focus enables Jazz to unlock growth opportunities, strengthen brand equity, and foster long-term customer loyalty. Our purpose of enabling lives and livelihoods of communities underpins these initiatives, ensuring we drive positive societal impact alongside sustainable financial performance.



EMPOWER - Developing Leaders Programme (JAZZxLUMS)

How does DEI contribute to enterprise sustainability (ESG)?

DEI is central to Jazz's sustainability vision, seamlessly integrating the "Social" and "Governance" pillars of ESG. A great example of this commitment is JazzFi, our Voice over Wi-Fi solution, which addresses communication barriers for marginalized groups by enabling connectivity through public Wi-Fi networks. By ensuring access to voice calls and emergency services, JazzFi empowers underserved communities, bridging the digital divide and fostering resilience during crises.

Additionally, our diverse leadership, including three female leaders in C-level roles, promotes balanced governance and innovative thinking. Programs like PHOENIX and EMPOWER exemplify our inclusivity efforts by supporting women leaders and accommodating people with disabilities. These initiatives align with prioritized SDGs, driving equitable growth and long-term sustainability.

How are GDEIB standards helping Jazz achieve its objectives?

Jazz's commitment to inclusivity was recognized when we were honored as the 'Most Inclusive Organization in Pakistan' at the recent GDEIB Awards. The GDEIB framework has been instrumental in shaping our DEI initiatives, fostering a culture of inclusivity and innovation.

By leveraging these benchmarks, Jazz has enhanced employee engagement, retention, and customer satisfaction. Our gender-responsive marketing and procurement practices set industry standards while driving societal impact. Additionally, the DEI Council uses data-driven insights to align strategies with measurable goals, enabling continuous progress. These efforts not only strengthen internal culture but also position Jazz as a leader in sustainable and inclusive growth.

What are Jazz's future goals, and how do they align with stakeholder capitalism?

Jazz's future goals are rooted in stakeholder capitalism, focusing on people, planet, and prosperity. For "People," we aim to enhance employee well-being through initiatives like mental health programs and flexible work policies while fostering diversity and inclusivity.

For "Planet," we are leveraging technology to prevent disasters, protect the environment, and drive sustainability. Our disaster resilience strategy, developed as part of a core alliance, emphasizes innovation to safeguard communities and promote environmental stewardship.

For "Prosperity," Jazz has grown into a ServiceCo that serves its customers with connectivity solutions and digital products 1440 minutes of the day. This includes expanding digital literacy and financial empowerment initiatives, particularly in underserved areas, to create opportunities for economic growth. These efforts reflect Jazz's overarching purpose of enabling lives and livelihoods of communities while ensuring long-term growth that benefits all stakeholders.

GLOBAL DIVERSITY, EQUITY & INCLUSION BENCHMARKS

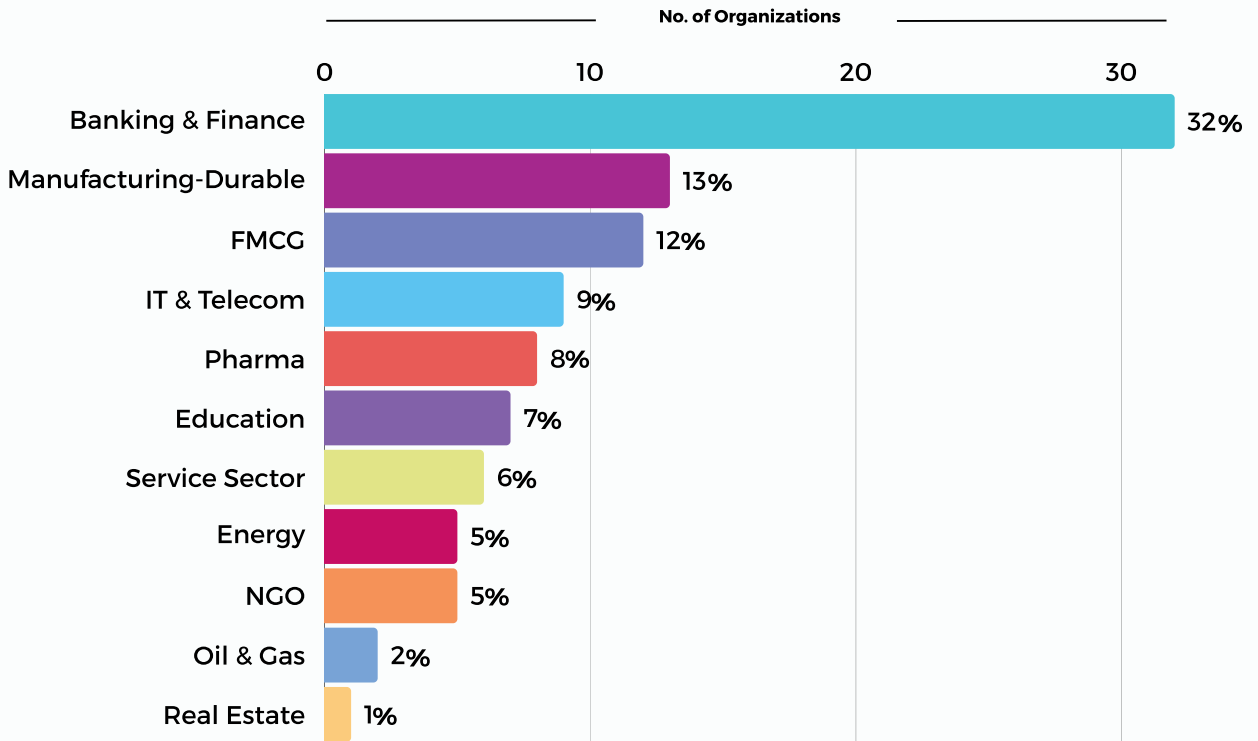
AWARDS & CONFERENCE 2025



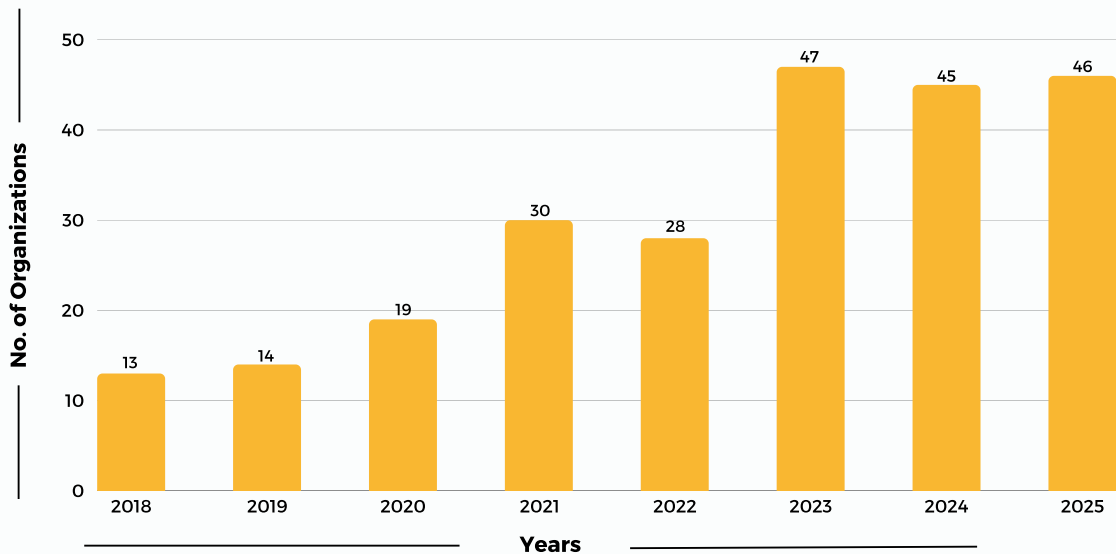
Timeline for GDEIB Awards 2026

1 Mar - 30 Apr 2025	Training on GDEIB Framework	30 Aug 2025	Call for Award Submissions Closes	15 Dec 2025	Result Announcement
1 May 2025	Early Alert 1	30 Aug - 16 Sep 2025	Data Validation by HR Metrics	16 Dec 2025 - 1 Jan 2026	Top 10 Companies' Speaker Nominations
1 Jun 2025	Early Alert 2	1 Oct - 15 Nov 2025	Jury Assessments	15 Apr 2026	GDEIB Awards Ceremony & Conference
1 July 2025	Call for Award Submissions Opens	16 Nov - 14 Dec 2025	Result Compilation		

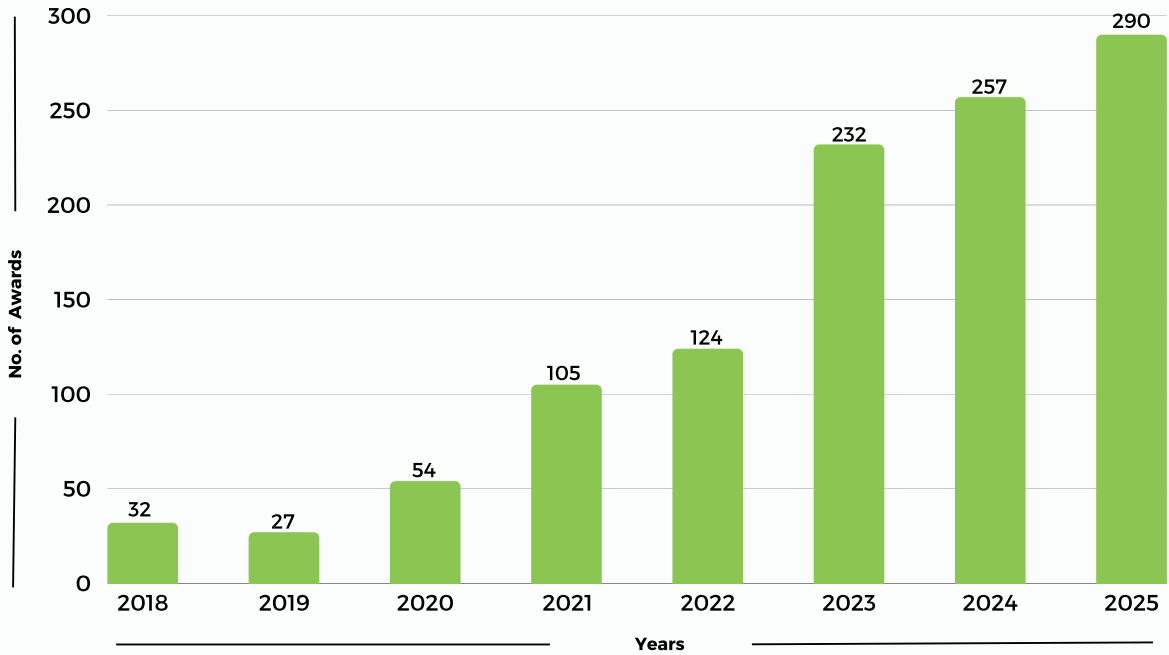
GDEIB AWARDS PARTICIPATION BY SECTORS (2024)



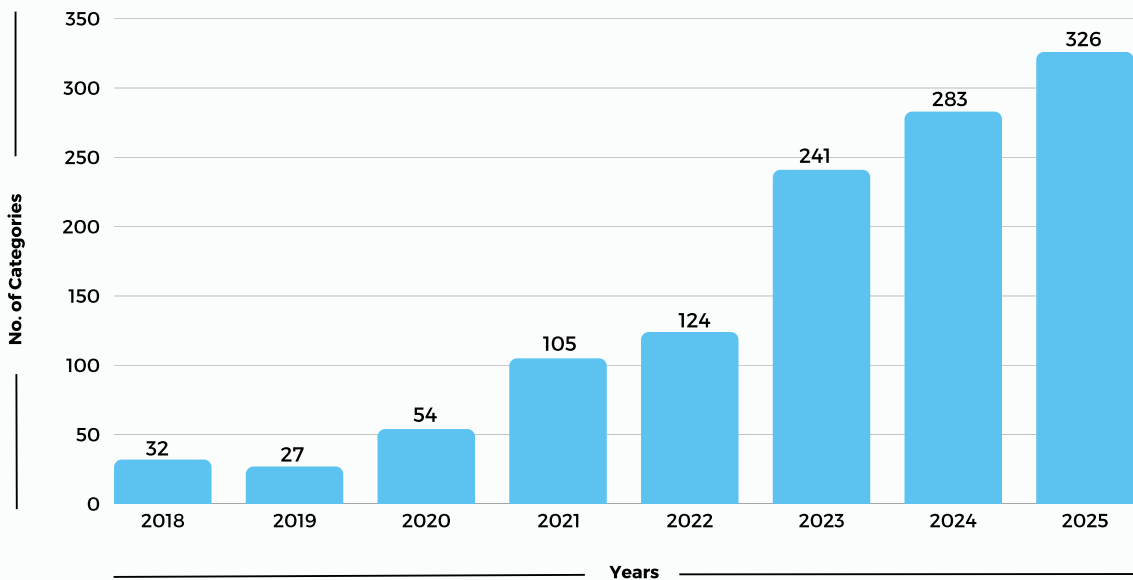
GDEIB AWARDS PARTICIPATING COMPANIES (2018-2025)



GDEIB AWARDS WINNER CATEGORIES (2018-2025)

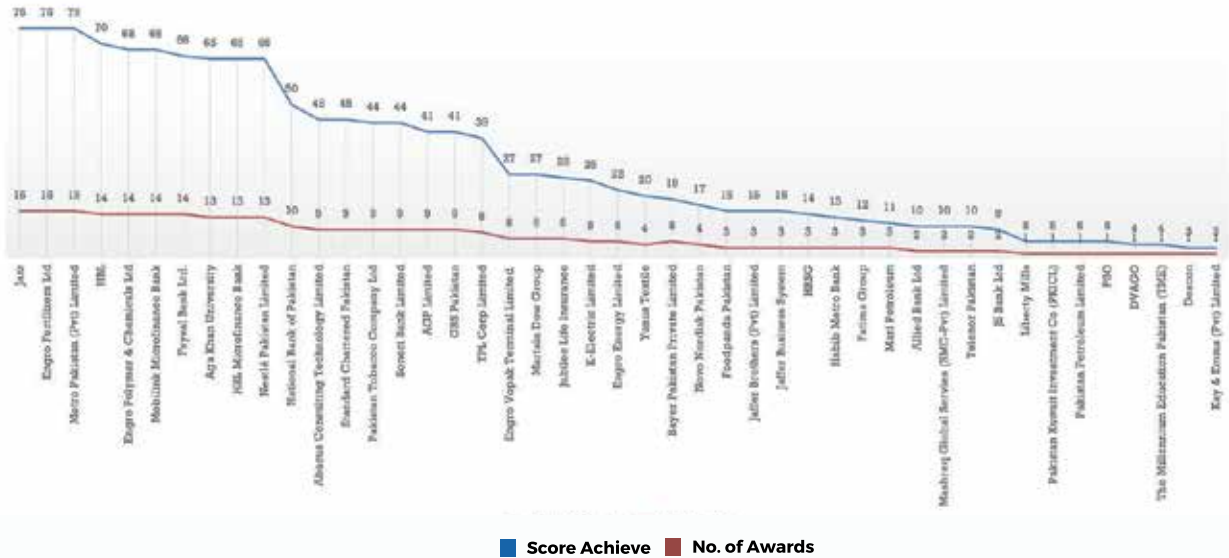


GDEIB CATEGORY USER GROWTH RATE (2018-2025)

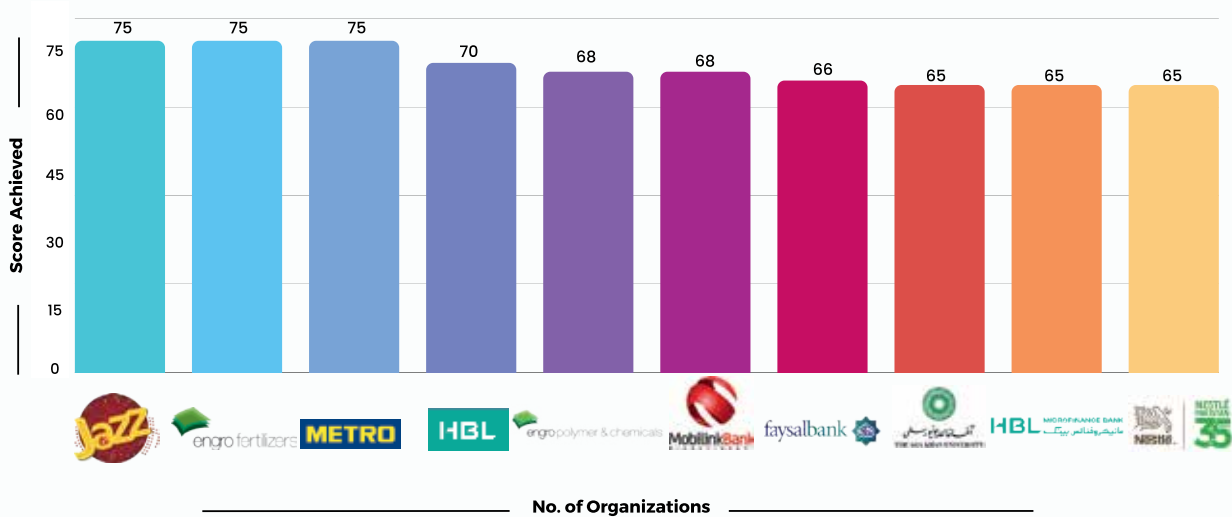


DEI Insights

2025 AWARD WINNER COMPANIES (NUMBER OF AWARDS & SCORES)



TOP 10 COMPANIES DEI SCORE 2025



2025

PARTNERS

KNOWLEDGE PARTNERS



ACCESSIBILITY PARTNER



2025

Global DEI Benchmarks Awards & Conference

DISTINGUISHED JURY MEMBERS



MONEEZA USMAN BUTT
Partner
KPMG Taseer Hadi and Co.
Pakistan



KAREN B. FRANCIS, PH. D.
VP, Chief Diversity, Equity,
and Inclusion Officer
American Institutes for Research
USA



NENE MOLEFI
CEO
Mandate Molefi
South Africa



LYNDA WHITE
President, McLeod White
McLeod White and Assoc
Canada



GAMIEL YAFAI
Founder and CEO
Diversity Marketplace
Milton Keynes College Group
UK



FARRAH QURESHI
CEO & Founder
Global Diversity Practice
UK



HOWARD ROSS
Co-Founding Partner
Udarta Consulting,
LLC
USA



2025 AWARD WINNER COMPANIES

Jury Remarks



Moneeza Usman Butt
Partner
KPMG Taseer Hadi and Co.
Pakistan

“As a jury member for the HR Metrics DEI awards, I've witnessed the transformative power of the Global Diversity, Equity & Inclusion Benchmarks (GDEIB). This framework helps organizations assess, measure, and advance their DEI initiatives, fostering a more inclusive workplace. I've seen companies use GDEIB to evaluate their practices, identify areas for improvement, and set targeted goals. By applying these standards, organizations drive real change, creating environments where all employees feel valued and empowered.”



Nene Molefi
CEO
Mandate Molefi
South Africa

“As a judge, I was impressed by the diverse GDEIB submissions showcasing innovative DEI initiatives from leading companies. The HR Metrics awards encouraged organizations to reflect on their achievements, and it was clear that successful companies integrated DEI into their overall strategy. The process helped others identify gaps and areas for improvement. I was struck by the passion and impact of this work. It was an honor to be part of this process, and I'm grateful to HR Metrics for this opportunity.”



Lynda White
President, McLeod White
McLeod White and Assoc
Canada

“As a jurist for the HR Metrics GDEIB Awards, I've witnessed organizations utilize the GDEIB framework to prioritize and enhance their diversity initiatives. Over the years, I've seen significant progress and understanding. The awards recognize outstanding work, including best practices that serve as global models. I've been impressed by the high caliber of submissions, showcasing diversity efforts that are truly world-class. I congratulate the winners on their successes and commend their commitment to making diversity an integral part of their organizations.”

Jury Remarks



Gamiel Yafai
Founder & CEO
Diversity Marketplace
Milton Keynes College Group
UK

"I'm honored to have judged the Global Diversity, Equity and Inclusion Awards for the second year. It's inspiring to see the progress made in advancing gender equity across various organizations. As CEO of Diversity Marketplace, I've had the privilege of sharing these initiatives globally, challenging perceptions of Pakistan's diversity and inclusion progress. I thank Zahid and HR Metrics for creating these inspirational awards and look forward to celebrating with the entrants in February 2025."



Farrah Qureshi
CEO & Founder
Global Diversity Practice
UK

"As a pioneer expert in developing the GDEIB, I'm thrilled to see its impact in acknowledging innovative DEI approaches. Reviewing case studies from Pakistani organizations was enlightening, and I appreciated the detailed submissions that enabled a fair judging process. The GDEIB and HR Metrics recognition are crucial in driving impactful change. I believe this opportunity motivated organizations to enhance their efforts and strive for excellence in inclusion. I look forward to seeing Pakistani organizations emerge as global leaders in creating a sustainable and equitable future."



Howard Ross
Co-Founding Partner
Udarta Consulting, LLC
USA

"As someone who has worked in Diversity, Equity, Inclusion, and Belonging, I know that simple solutions don't exist. The complexity of the subject requires a thoughtful approach. The GDEIB provides a comprehensive template for systemic work, offering a roadmap for deep and broad applications that drive organizational transformation. While no tool is perfect, GDIB stands out. The organizations that applied demonstrated its practical effectiveness, showcasing how it provides guidelines for creating real results and moving the process forward."

DISTINGUISHED SPEAKERS

Guests of Honour



Akif Saeed
Chairman
Securities and Exchange
Commission of Pakistan



Dr. Ishrat Husain
Former Governor
State Bank of Pakistan



Fatima Asad-Said
CEO
Abacus



Dr. Zahra Hoodbhoy
Assistant Professor (Research)
Department of Paediatrics
and Child Health
AKU



Shafaq Fauzil Azim
Acting President & CEO
PICG



Taimur Beiram Khan
Head of Business
Development South
ACCA Pakistan



Tazeen Shahid
Chief People Officer
Jazz



Mirza M. Asim Baig
Group Head HRMG
National Bank of Pakistan



Gull Zareen Khan
Acting Head of HR
Engro Fertilizers Limited



Omair Ahmad
CEO
NOWPDP



Fahim Khalid Qureshi
VP Talent & Culture
Mobilink Bank



Anum Afzal
Head Diversity – HR
HBL



Beenish Kajani
Head of HR
Engro Polymer
and Chemicals Ltd.



Habiba Sulman
Head DEI & Leadership
Development
Faysal Bank Limited



Dr. Sadia Nadeem
Dean Faculty of
Management Sciences
FAST-NUCES
Islamabad Campus



Azima Dhanjee
Co-Founder & CEO
ConnectHear



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

Top 10 Inclusive Companies 2024

Former Governor State Bank of Pakistan, Dr. Ishrat Husain presenting GDEIB Award 2024 to the most inclusive companies, based on the performance of 2023



Bank Alfalah Limited



HBL



Nestlé Pakistan Limited



Engro Fertilizers Limited



HBL Microfinance Bank



Jazz



Faysal Bank Limited



METRO Pakistan (Pvt) Limited



Aga Khan University



Standard Chartered Bank

2024 Global DEI Benchmarks Awards

CHIEF GUEST



Dr. Ishrat Husain

Former Governor
State Bank of Pakistan

GUEST OF HONOUR



Conrad Tribble

US Consul General
Karachi

JURY MEMBERS



Moneeza Usman Butt

Partner
KPMG Taseer Hadi & Co
PAKISTAN



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

2024 Award Winner Companies



2024 Global Diversity, Equity & Inclusion Benchmarks Awards' Winners

			
Dr. Ishrat Husain Former Governor State Bank of Pakistan	Conrad Tribble US Consul General Karachi	Dr. Ruediger Lotz German Consul General Karachi	Zahid Mubarak CEO HR Metrics
			
Bank Alfalah Limited	HBL	Nestlé Pakistan Limited	Engro Fertilizers Limited
			
HBL Microfinance Bank	Jazz	Faysal Bank Limited	METRO Pakistan (Pvt) Limited
			
Aga Khan University	Standard Chartered Bank	Engro Energy Limited	Soneri Bank Limited
			
Engro Polymer & Chemicals Limited	U Microfinance Bank Limited	Pakistan Tobacco Company Limited	United Bank Limited
			
Greenstar Social Marketing (G) Limited	PepsiCo	AGP Limited	Abacus Consulting Technology Limited

2024 Global Diversity, Equity & Inclusion Benchmarks Awards' Winners



HRSG



Martin Dow Group



Novo Nordisk Pakistan



Mobilink Microfinance Bank Limited



Jubilee Life Insurance



K-Electric Limited



National Bank of Pakistan



TPL Corp Limited



Bayer Pakistan Private Limited



foodpanda Pakistan



Mashreq Global Services (SMC-Pvt) Limited



TPL Insurance Limited



Jaffer Business Systems



BRB Group



HABIBMETRO Bank



Karandaaz Pakistan



Fauji Fertilizer Bin Qasim Limited



JS Bank



Pakistan Stock Exchange Limited



The Millennium Universal College



DVAGO



The International Centre of Excellence (ICE) Pakistan



Distinguished GDEIB Vanguard Award 2024



Dr. Ishrat Husain, Former Governor State Bank of Pakistan

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 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, below are six goals that are especially consistent with the GDIB Categories and Benchmarks:



SDG 4: Quality Education

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



SDG 5: Gender Equality

Achieve gender equality and empower all women.



SDG 8: Decent Work and Economic Growth

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 through 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.



TPL Corp Limited

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, 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.



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.

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

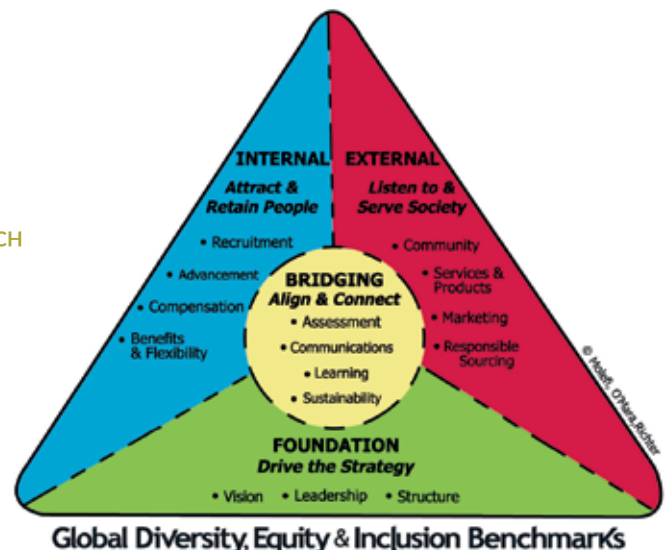
MARKETING AND CUSTOMER SERVICE AWARD

Integrating DEI into marketing and customer service.

15

RESPONSIBLE SOURCING AWARD

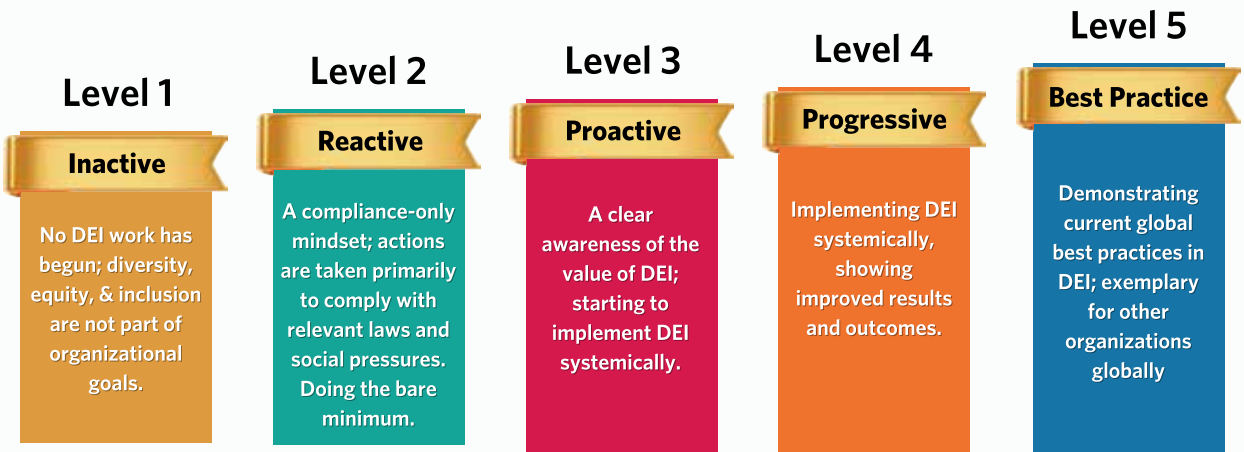
Practicing responsible and ethical sourcing. Develop and nurture underrepresented suppliers.



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 Limited

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 for 2026?

Please Note:

- Call for DEI Awards will start on 1 July 2025 and close on 30 Aug 2025.
- DEI initiatives/ programs for award submission should be undertaken during period 1 July 2024 - 30 June 2025. If started in previous years, then it must be ongoing.

Please read following guidelines for GDEIB Awards 2025:

1. GDEIB Awards submissions will be based on GDEIB Standards. To obtain copy of the standards, please contact info@thehrmetric.com.
2. From this year onward, submissions will be made via an online portal. Access will be provided to the organization's Focal Person by HR Metrics.
3. The GDEIB Awards has total 15 categories.
4. Each category will include five levels:
 - a. Inactive
 - b. Reactive
 - c. Proactive
 - d. Progressive
 - e. Best Practice

Awards are applicable to top three levels: Proactive, Progressive, and Best Practice.

5. Organizations can apply for at least 1 category and a maximum 15 categories.
6. To win an award, an organization must comply with more than 50% of the benchmarks in each category. For example, if a category has 6 benchmarks, compliance with at least 4 benchmarks will be required.
7. Each award submission is required to include a description (not exceeding 300 words) for relevant benchmark.
8. Each award submission is required to include evidence-supporting description for relevant benchmark.
9. Evidence can include extracts from annual reports, sustainability reports, internal communication, and external communication in the form of pictures, JPG, PNG images, videos, and URLs. All the evidence must be tagged for relevant benchmarks and embedded in a pdf document. In case of any video evidence, please upload the video on YouTube and provide the URL in the PDF document so that it is clickable for the jury to review.
10. Upload PDF document for relevant category(s) on the awards portal.
11. HR Metrics will ensure the confidentiality of all information provided. If the applicant organization wants HR Metrics to sign a "Confidentiality Agreement", it can provide. HR Metrics authorized person will sign and return the contract before accepting data.

Submission Process of GDEIB Awards 2026

1. Organizations will express their interest in the GDEIB Awards 2026 through registration at the HR Metrics website or email to info@thehrmetrics.com before 1 July 2025.
2. Once HR Metrics will confirm the interest of organization the team will create your account on GDEIB Submission portal. **(Please note that HR Metrics does NOT accept any financial support or sponsorship for the award. The processing fee is meant to cover administrative costs. Awards submissions are evaluated by an Independent Jury. Payment of the fee is not a guarantee of winning the award).**
3. Applicant organization needs to make the payment for the processing fee within 30 days or issue a "promise to pay" undertaking.
4. Upon confirmation, HR Metrics will provide access to the Online GDEIB Submission portal.
5. Focal Person will receive an email containing the username and password for the respective organization along with the link of portal.
6. The organization's Focal Person can log in and enter the essential information about the organization.
7. After filing out the registration form on the portal you will login in and should see 15 categories of GDEIB for which awards are applicable.
8. You should select the category(s) for which you wish to apply, then choose the relevant level.
9. You should select more than 50% of benchmarks for the level selected.
10. Write or paste a narrative of up to 300 words for each selected benchmark.

11. Submit one PDF document containing all relevant evidence for each benchmark. Clearly label each piece of evidence with the corresponding benchmark number for clarity.
12. After uploading the narratives and evidence, press the submit button.
13. HR Metrics Team will review the submission and provide feedback on whether the benchmarks' narratives and evidence are complete/incomplete.
14. Feedback is meant to ensure the completeness of submissions and documents. It is NOT an indication or guarantee of winning the award, because awards will be assessed by an independent jury and not by HR Metrics.
15. Feedback from the HR Metrics Team is an optional feature for you. HR Metrics Team can provide the above feedback if the submission is made before 30 Aug 2025.
16. You can modify/update your submission till 30 Aug 2025.
17. You will get an alert that awards submissions have been processed for jury review. From this point onward, your access to the portal will be closed.
18. The Jury will assess all submissions and provide results to HR Metrics for compilation.
19. Awards will be announced on 15 Dec 2025 (4-5 pm Pakistan Time) via Zoom.
20. A press release will also be published in leading national newspapers.
21. The GDEIB Awards presentation ceremony is held on the eve of International Women's Day on 8 March. Given the holy month of Ramadan in March, the awards ceremony will be held on 15 Apr 2026 at Marriott Karachi.

Processing Fee

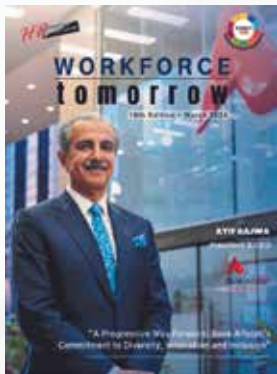
- **Submission fee for GDEIB Awards 2026 is Rs 100,000 per category.**

IMPORTANT

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 DEI magazine to publish organizations success stories.
- 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.

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. Nov 15, 2025 will be 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.

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,
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 Winner Companies



2023 Global Diversity, Equity & Inclusion Benchmarks Awards' Winners



2023 Global Diversity, Equity & Inclusion Benchmarks Awards' Winners



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 Winner 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 Winner Companies



2021 Global Diversity, Equity & Inclusion Benchmarks Awards' Winners



Zahid Ali Mubarik
CEO HR Metrics



Sima Kamil
Deputy Governor SBP



Zaffar A. Khan
Former CEO Engro Corp



Dr. Shamshad Akhtar
Former Governor SBP



Sadia Khan
Commissioner, SECP



PPAF



Metro Pakistan



Engro Fertilizers Limited



Faysal Bank



First MicroFinance Bank



U Microfinance Bank



Bank Alfalah



Allied Bank



HBL



JS Bank



Pakistan Tobacco Company



Engro Energy Ltd.



Nestlé Pakistan



Abacus



Khaadi

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

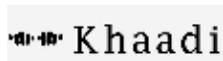
2020/2022 Award Winner Companies Award Winner Companies



Pakistan Petroleum Limited



Bank Alfalah



The First MicroFinance Bank



2020 Global Diversity & Inclusion Benchmarks Awards' Winners

			
Dr. Shamshad Akhtar Former Governor SBP	Robert Silberstein US Consul General	Zahid Ali Mubarak CEO HR Metrics	Zaffar A. Khan Former CEO Engro
			
Qazi Azmat Isa Chief Executive PPAF	Shazad Dada President SCBPL	Usman Zahur CEO PTC	Fatima Asad- Said MD Abacus
			
Nadeem Ahmed GM Engro Fertilizers	Nusrat Munshi CEO AGP Limited	Amir Ramzan CEO British Council Pakistan	Farwa Hasnain Director HR Karandaaz Pakistan
			
Fathema Zuberi HR Director Unilever	Rahat Hussain Manager PR Nestlé	Faisal Farooq CHRO Khaadi	Mueen Afzal Head HR KASHF Foundation
			
Nausheen Fatima Regional Director Sales Telenor	Afzal Siddiqi GM HR PPL	Raza Pirbhai CEO KFC (Pakistan)	Asad Ali Head HR HabibMetro Bank
			
Amir Khan CEO FMB	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 Mubarak & Shazad Dada



GDIB Award Winners



GDIB Conference Photo

GUEST OF HONOUR

2019 GDIB Conference



Kashmala Tariq

Federal Ombudsperson for
Protection Against Harassment



2019 Award Winner Companies



2019 Global Diversity & Inclusion Benchmarks Awards' Winners



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 Winner Companies



2018 Global Diversity & Inclusion Benchmarks Awards' Winners

			
<p>Zahid Ali Mubarik CEO HR Metrics</p>	<p>Roshan Khursheed Bharucha Former Provincial Minister & Senator Member National Commission for Human Development</p>	<p>Standard Chartered Bank</p>	<p>Nestle</p>
			
<p>PPAF</p>	<p>Abacus</p>	<p>Aga Khan University</p>	<p>Pepsico</p>
			
<p>FINCA</p>	<p>British Council</p>	<p>Telenor</p>	<p>Thar Foundation</p>
			
<p>HBL</p>			

2017

Global D&I Benchmarks Awards

GUEST OF HONOUR

2017 GDIB Conference



Marvi Memon

Member of the National Assembly of Pakistan



2017 Award Winner Companies



2017 Global Diversity & Inclusion Benchmarks Awards' Winners



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 | 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

GLOBAL DIVERSITY, EQUITY & INCLUSION BENCHMARKS

AWARD WINNERS' SUCCESS STORIES





Aamir Hafeez Ibrahim
CEO



Tazeen Shahid
Chief People Officer



Sarwat Salahuddin Khan
Chief Ethics and Diversity Officer



Digital & Financial Literacy Program for Women by Jazz in Collaboration with UN Women

Jazz is a purpose led organization with the aim to enable lives and livelihoods of women in particular. This digital and financial literacy program aimed to target 1000 women-led microbusinesses and artisans in underprivileged areas. The purpose was to close the digital gender gap by providing women with essential tools and practical knowledge for financial independence and improving their livelihoods through the use of digital/telecommunication technology.



Activities and Processes

- **Social Mobilization:** UN Women and its social mobilization partners - which comprised of NGOs and academia - helped identify the women and brought them to a common safe premises while Jazz trainers helped through its female trainers created awareness on digital social media apps such as Facebook, Instagram, online marketplaces, and business WhatsApp for their ongoing businesses.
- **Digital Literacy:** The training sessions initiated the discussions with the importance of financial independence, budgeting and saving, followed by an in-depth exploration of Jazz's product portfolio and how it is an excellent financial aid, including Tamasha App, Parho App, SIMOSA App, BIMA Women Health Program etc.
- **Financial Literacy:** To ensure that women have the necessary digital tools, the training sessions were accompanied with the process of sim issuance, activation of internet data, calls and SMS packages as well as opening of Jazz Cash accounts for the participants. The sessions also enlightened the women on how they can make their businesses profitable, utilizing Jazz Cash Wallet, SIM activation for first time users. The process of opening a Jazz Cash account was explained, detailing its use and advantages, especially expense management. Further, the women were guided about the Jazz packages they could avail to their benefit, like the Super Woman bundle. Similar initiatives by Mobilink Microfinance Bank Limited (MMBL), like Dost App and their loan facilities were also explained.
- **Harassment at the workplace:** In this context, the trainers also facilitated the session with content on workplace harassment awareness and educated the women about Punjab Police-women Safety App. This was done to make sure that women can deal with any societal hindrances in the context of their businesses.

Results and Outcome

- Under this program, 5,000 women micro-entrepreneurs were provided sims, internet data, calls and SMS bundles, and Jazz Cash Wallets, covering locations across the four provinces i.e., Sukkur, Khairpur, Karachi, Quetta, Swabi, Sialkot, Multan, and Lahore from 2022 to 2024. Overall, 89 sessions were conducted during this timeline, with 85% new sim issuances and 30% new Jazz Cash wallets opened, providing the women with the tools to elevate their businesses and personal finances. Their usage and social media data shows their usage is improving.
- Through empowered entrepreneurship, Jazz aims to create a sustainable impact on the local economy by fostering a new generation of financially literate female entrepreneurs. By building the skillset and giving practical knowledge on maintaining an online presence, utilizing social media for business growth, and implementing secure online transactions, the participant women are now better equipped to leverage these digital tools, expand their market reach, and thus navigate the digital economy.
- This initiative is an attempt to address systemic inequalities and play a significant role in building a more inclusive society, where women have the resources and support they need, to thrive in the fast-evolving digital economy.





engro fertilizers



Tilling the Soil for Change: Engro Fertilizers' DEI Initiatives in Preparing the Workforce of Tomorrow

Staying ahead of the curve in today's challenging times takes more than just innovation in products or services—it demands a workforce that mirrors the diversity and complexity of the world around us. At Engro Fertilizers (EFERT), this belief has shaped Diversity, Equity, and Inclusion (DEI) initiatives that embrace inclusion and diversity in all its forms—age, experience, perspectives, and abilities.

Gender Diversity Success through Parwaz, now Rebranded as Unstoppable

Recognizing gender imbalance in key divisions in 2023, EFERT took proactive steps to address this challenge by launching the Parwaz Program. This initiative aimed to dismantle gender barriers in traditionally male-dominated field marketing and operations roles. The program has been fairly successful, with women now comprising 40% of all new hires in field marketing positions. Now in its second year, the Parwaz Program has been rebranded as Unstoppable, creating a robust talent pool of women talent for these challenging roles.

Leveraging Generational Diversity with the Reverse Mentorship Program

With a workforce comprising 22% Gen Z, 65% Millennials, and 13% Gen X, EFERT launched a unique Reverse Mentorship Program to leverage multigenerational perspectives in driving collaboration and adaptability. By pairing young interns with experienced professionals, the program serves as a meaningful thought-exchange platform that sparks innovative thinking. Younger employees provide fresh insights into digital trends and evolving consumer expectations, while seasoned team members impart wisdom related to industry best practices and strategic insights. This initiative has cultivated a culture of continuous mutual learning and cross-generational dialogue in the workplace, essential for creative problem-solving in navigating an ever-evolving business landscape.

Championing Inclusion by Supporting Diverse Abilities through the KDSP Internship Program

At EFERT, inclusion means embracing individuals from underrepresented groups, particularly those with disabilities. Through a strategic partnership with the Karachi Down Syndrome Program (KDSP) in 2023, EFERT offers internships to individuals with Down Syndrome. This initiative embodies EFERT's belief that individuals of diverse abilities can make valuable contributions in the workplace. Since its launch, the company has welcomed two batches of interns, equipping them with essential skills for future gainful employment opportunities. It is noteworthy to mention that an intern from the last batch secured a position at a reputable organization upcoming completing their internship.



By tilling the soil for enduring change through its diverse DEI initiatives, Engro Fertilizers is shaping a workforce that stands ready to navigate the challenges of tomorrow with resilience and creativity.



Ali Rathore
CEO



Gull Zareen Khan
Acting Head of HR



Nida Qureshi
Deputy Manager - Communications,
Culture & Engagement

Driving Progress on UN SDG 5 - Gender Equality

EFERT has taken a pivotal role in advancing UN SDG 5: Gender Equality by becoming the SDG Leader for Goal 5 under the Centre of Excellence in Responsible Business (CER-B)'s flagship SDG Leadership Programme. Through a formalized partnership in 2023, the company has committed to deliver specialized workshops, training sessions, and strategy-building programs that support companies in implementing effective gender equality strategies. The latest of these initiatives was a two-day workshop titled Building Blocks for Successful Gender Strategies, aimed at equipping organizations with the tools they need to promote gender balance at all levels.



Muhammad Nassir Salim
President & CEO



Jamal Nasir
Chief Human Resource Officer



Anum Afzal
Head Diversity - HR



Saleena Beg
Disability Inclusion Lead

Embracing Inclusion, Empowering Progress: HBL's DEI Journey

HBL, Pakistan's premier financial institution, remains steadfast in its commitment to fostering an inclusive and equitable workplace. Guided by robust Diversity, Equity, and Inclusion (DEI) policies, HBL's approach has evolved into an expansive framework championed at every organizational level, deeply interwoven with its vision, values and practices, empowering individuals and communities alike.

The Cornerstones of DEI at HBL

HBL's foundational policies underpin HBL's commitment to fostering inclusion, as outlined in its vision: "Enabling people to advance with confidence and success." With a steadfast emphasis on valuing people, HBL has rolled out policies and practices designed to build an environment where diversity drives innovation and growth. Key enablers include equal opportunity employment, flexible work options, supportive leave policies, such as maternity, mourning and paternity, as well as daycare allowances. Furthermore, the introduction of disability-inclusive initiatives, such as assistive device grants and accessibility enhancements across infrastructure and technology, reflect HBL's focus on meaningful inclusivity. These advancements, coupled with anti-harassment policies, set a solid foundation for fostering a culture of psychological safety and equity.



Changing the Narrative for a Diverse Workforce

HBL's DEI journey is shaped by a series of impactful initiatives. For example, the Senior Management **-driven culture-building program** emphasizes "Value People" as a core DEI theme, engaging employees and transforming mindsets. Additionally, the **Falak mentorship program** has been expanded to "Falak On-the-Go," allowing senior leaders to guide and mentor female employees for career advancement. The **Female Branch Manager Program** also strives to increase women's representation in managerial roles, reflecting HBL's dedication to gender balance at all levels. With a network of 24 DEI core champions and 16 shadow champions, HBL's DEI initiatives gain traction through dedicated leaders who inspire and implement meaningful change. As a signatory to the UN Women's Empowerment Principles (WEPs), HBL actively supports female empowerment initiatives. Notable achievements include a 61% gender ratio in the Management Trainee Program and strategic partnerships, such as an MoU with ConnectHear for providing virtual sign language support for employees and customers across HBL's 46 model branches.

DEI as a Catalyst for Innovation, Belonging & Sustainability



Innovation at HBL thrives through DEI-focused activities, such as the **Empowering Through Inclusion conference**, uniting over 35 organizations to advance the DEI agenda. Furthermore, HBL introduced **She's Next** in collaboration with VISA, encouraging women entrepreneurs. By hosting Pakistan's first-ever **Women Gaming Tournament** and supporting events like **Youth Parliament for students with disabilities**, advancing **financial literacy** specially among women, providing scholarships to girls from underserved communities, empowering women by supporting their vocational training, sharing **bite-sized sign language learnings** with the community at large, HBL continues to break new ground in fostering inclusion.

Building a Legacy of Inclusion

With recognition from industry bodies and global awards for DEI initiatives, HBL's leadership remains committed to sustaining and expanding its DEI footprint. The DEI journey is reflected in HBL's programs, partnerships, and policies, fostering an environment where every individual can flourish. As HBL propels this transformative journey forward, the commitment to inclusion, innovation, and equitable opportunity will continue to shape a diverse and dynamic workforce.

Through targeted DEI initiatives, HBL reaffirms that diversity is not just an organizational goal—it's the foundation for a better, more inclusive tomorrow.



Abdul Qayum
CEO



Beenish Kajani
Head of Human Resources



Umeed-E-Nouh Forklift Training

At EPCL, our commitment to fostering inclusion extends beyond the workplace and into the broader community, where we aim to empower women and break barriers in traditionally male-dominated fields. With this vision, we launched the Umeed-E-Nouh Forklift Training Program, Pakistan's first-ever initiative designed to train women in operating forklifts at manufacturing and supply chain sites. This pioneering program was executed in collaboration with Engro Foundation and Descon Training Institute as the technical partner. This program aimed to equip women with technical expertise and open doors to non-conventional career opportunities, offering a pathway to financial independence and growth for women. Upon successful completion of the training, all participants earned forklift driving licenses, marking a significant achievement in their journey towards financial empowerment and career development.



Breaking the Glass Ceiling Chapter 2

With the launch of Breaking the Glass Ceiling (BTGC) Chapter 2, EPCL is reimagining leadership development by empowering women to step into influential roles across the organization. This initiative was specifically tailored to support women employees at all levels, equipping them with the skills, insights, and confidence needed to advance and make meaningful contributions as future leaders. As a commitment to support future talent, participants pledged to mentor young women trainees at the plant site, reinforcing a culture of leadership development at EPCL. The program concluded with personalized feedback from the coach on dedication and growth of participants. BTGC Chapter 2 made a lasting impact, empowering women to lead with resilience and adaptability. This initiative reinforces EPCL's commitment to cultivating future leaders and an inclusive environment that nurtures and supports women to thrive in leadership roles.

Women Entrepreneur's Pop-up at thinkPVC

EPCL recently took a meaningful step in empowering women-led businesses by hosting a pop-up event for women entrepreneurs, in collaboration with MFM, a pop-up organizer, at thinkPVC flagship outlet in Karachi. This initiative offered a free platform for women business owners to showcase their products and services, fostering visibility and growth.

The thinkPVC Women's Pop-Up is one of EPCL's initiatives aimed at supporting women entrepreneurs by providing opportunities that empower them to take charge of their economic futures. By creating such avenues, the company seeks to contribute to the broader economic landscape and foster benefits that extend beyond individual success. Multiple research underscore that women, as a rising economic force, are reshaping the global economy, and initiatives like these amplify that impact.



These efforts are promoting inclusion and empowering women to lead for a more equitable society.

Kashf-E-Khudi SDG 8 Workshop



EPCL, in collaboration with Pakistan Business Council, organized the Kashf-E-Khudi Workshop, focused on Sustainable Development Goal 8 (SDG 8) - promoting decent work and economic growth for all. The event united industry experts, leaders, and EPCL's leadership to explore how decent work practices can foster a sustainable and future-ready workforce. A presentation followed on importance of SDG 8 in shaping corporate sustainability. A keynote address by Nausheen Ahmed, provided valuable insights on Labor Laws and Best Practices. Panelists shared perspectives on how businesses can incorporate decent work practices, ensuring economic resilience and sustainability.

The afternoon sessions were equally impactful, with Salima Hemani, and Favad Soomro leading a discussion on integrating Communities and the Environment through decent work practices. They highlighted Engro's efforts to promote sustainability not only within its operations but also through external community initiatives. The module on Third Party Code of Conduct in Pakistan offered valuable insights into how companies can influence supply chains to adopt and uphold decent work standards.



MobilinkHER - Women Returnship Program: Empowering Women to Rejoin the Workforce

Mobilink Microfinance Bank launched the *MobilinkHER Women Returnship Program* to support women re-entering the workforce after career breaks. This initiative provides tailored resources focused on rebuilding confidence, mental well-being, and professional growth. The program received over 500+ applications, and eight women with career gaps ranging from 2 to 10 years were selected. These participants bring fresh perspectives and enthusiasm, ready to make a meaningful impact. The inaugural event, held at Serena Hotel, Islamabad, welcomed 300+ attendees, including industry leaders and media. It featured motivational talks, panel discussions, and networking opportunities. MobilinkHER partners with top universities and UN Women, offering specialized training, mentorship, and projects to help participants update their skills. The six-month program offers flexible work arrangements, allowing participants to balance their personal and professional lives effectively. Continuous feedback from mentors ensures the program's success.



Haaris Mahmood Chaudhry

Acting CEO

MobilinkHER has enriched Mobilink Bank's culture by bringing diverse perspectives, fostering inclusion, and inspiring others within the organization. Through this initiative, Mobilink Bank is driving change, supporting women's career growth, and contributing to a more dynamic, inclusive corporate landscape.



With MobilinkHER, we are paving the way for a brighter, more inclusive future for all.



MobiCare: A Revolutionary Employee Assistance Program by Mobilink Bank

Mobilink Bank has launched **MobiCare**, a pioneering Employee Assistance Program (EAP) that redefines employee well-being in the banking industry. This comprehensive initiative addresses four key areas of well-being:

Mental Well-Being: MobiCare features a partnership with a leading mental health provider, offering a confidential helpline and one-on-one counseling sessions with licensed professionals. Employees also benefit from mental health workshops and seminars.

Financial Well-Being: The program prioritizes financial health with tax preparation assistance and educational workshops to empower employees in managing their finances effectively.

Physical Well-Being: MobiCare addresses physical health through telemedicine services for non-emergency consultations, along with health screenings and wellness checks.

Workplace Well-Being: Furthermore, MobiCare enhances workplace safety with an anti-harassment committee and initiatives like **Mobi Circle** and **Speak-Up**, promoting open communication and support.

By offering these unique resources, MobiCare sets a new industry standard, showcasing Mobilink Bank's commitment to fostering a resilient and empowered workforce.



Aleena Tanveer

Chief People Officer

Mobilink Bank Inheritance Campaign: Empowering Women Through Financial Awareness

Mobilink Bank's Inheritance Campaign is a vital initiative aimed at empowering women by raising awareness of their financial rights related to inheritance. Many women remain unaware of their rightful shares in estates, and this campaign seeks to educate them on these crucial matters. Central to the campaign is the Mobilink Bank Inheritance Calculator, a user-friendly tool that helps women understand their inheritance rights under Islamic law. By entering relevant family and estate information, users can easily determine their share, fostering transparency and confidence. Through these efforts, Mobilink Bank is creating a more equitable society where individuals can confidently claim their rights.



Additionally, Mobilink Bank organizes workshops and seminars focused on financial literacy and inheritance laws, equipping women with the knowledge needed to navigate financial complexities. This campaign not only promotes financial awareness but also advocates for gender equality and empowerment, enabling women to take control of their economic futures.

Faysal Khud Mukhtar Internship Program

Empowering Women for Financial Inclusion



FAYSAL BANK COLLABORATES WITH CIRCLE

Faysal Bank is pleased to announce a collaborative partnership with CIRCLE through MOU signing for the **Faysal Islamic Khud Mukhtar Internship Program**. The program aims to empower women from diverse areas with the necessary skills and knowledge to enhance their economic prospects and foster digital literacy.



Yousaf Hussain
President & CEO



Monis Mirza
Head Human Resources



Habiba Sulman
Head DEI & Leadership Development

At Faysal Bank, we continue to lead the industry in driving impactful Diversity, Equity, and Inclusion (DEI) initiatives. A testament to our commitment to advancing gender diversity is the **Faysal Khud Mukhtar Internship Program**, launched in collaboration with **CIRCLE Women Association**. This pioneering collaboration solidifies our position as an industry leader in fostering inclusion by offering a comprehensive development program aimed at empowering women from underrepresented communities.

The **Faysal Khud Mukhtar Internship Program** commenced with a specially designed **Work Readiness Cohort** for 40 women, providing a well-rounded curriculum focused on practical exposure and skill enhancement. The training covered essential areas such as financial literacy, digital skills, effective communication, and professional conduct, ensuring these women were fully equipped to meet the challenges of the modern workforce.

What distinguishes this program is the seamless transition from training to real-world opportunities. After completing the cohort, these women were offered internship placements at Faysal Bank, where they gained hands-on experience in the banking industry. This critical initiative not only provided practical skills but also created pathways to financial independence and career development. Through these internships, we aim to unlock the potential of these women and guide them toward long-term professional success.

The results of the **Faysal Khud Mukhtar Internship Program** have been impressive. Currently 25% of the participants secured employment at Faysal Bank, highlighting the program's effectiveness in generating real opportunities for underrepresented women. These outcomes demonstrate Faysal Bank's ongoing commitment to empowering women through skill-building and financial inclusion.

By equipping these women with the tools and opportunities to succeed, we not only transform individual lives but also contribute to the economic empowerment of their communities. As these women thrive, they will drive positive change in society, playing a pivotal role in fostering sustainable economic growth and advancing gender equality in the workforce.





آغا خان یونیورسٹی
THE AGA KHAN UNIVERSITY



Dr. Sulaiman Shahabuddin
President



Dr. Navroz Surani

Vice President, Human Resources



Maliha Murtaza Khan

Director, Office of Diversity,
Equity, Inclusion & Belonging
(DEI&B)

The Aga Khan University: Advancing Inclusion and Equity for a Sustainable Future

In June of this year, Aga Khan University (AKU) launched the Office of Diversity, Equity, Inclusion, and Belonging (DEI&B) to solidify its commitment to fostering a culture of equity and accessibility throughout the University. This new office, led by Maliha Murtaza Khan, Founding Director, Office of DEI&B, is dedicated to advancing DEI&B principles across AKU's diverse spectrum of operations, including education, healthcare, research, and community outreach. A notable achievement for the University is its enhancement of family leave policies, with maternity leave now extended to four months and paternity leave to two weeks, underscoring AKU's commitment to supporting gender equity and family wellness. This is further supported through a parental leave policy for up to 03 months, providing employees with an opportunity to gradually resume their full-time work responsibilities.



Among the DEI&B office's recent initiatives is the "Embracing Diversity Through Connection" event, held in honor of International Day of Sign Languages. This event focused on Deaf Culture Awareness and was hosted in collaboration with ConnectHear. It was also supported by partners KVTC through their initiatives 'Khudii' and 'Jiddat', and Deaf Reach School (tag) with their initiative 'Dast'khat'. The event began with a sensitization session attended by AKU leadership, demonstrating our commitment to DEI&B. Participants were invited to engage with Deaf culture through interactive sign language learning sessions, fostering understanding and empathy among AKU's staff, students, and faculty. In addition to these initiatives, the DEI&B Office is creating resources to enhance DEI knowledge across the institution. A "DEI Skill Benchmark Assessment" a toolkit, designed to encourage awareness around DEI principles, is available at its e-learning platform by Percipio available to all staff. This toolkit, alongside other educational resources, aims to build an informed and active DEI culture at AKU.

Additionally, the Office of DEI&B has introduced other foundational initiatives to support the University's long-term commitment to DEI&B. These initiatives include educational workshops, policy enhancements, and partnerships with local organizations to expand AKU's DEI reach and impact. In keeping with AKU's mission of fostering equitable and pluralistic education, the office is also developing a comprehensive framework for diversity, equity, and inclusion policies that address accessibility, gender representation, and cultural competency across the University.

Reflecting this commitment is the University's staff composition, with women making up over 45% of AKU's workforce. This gender representation aligns with our ongoing goal to create a balanced, equitable workplace that supports professional growth for all.

The University's commitment to inclusion extends far beyond its staff; AKU's health and education services are designed to be accessible to everyone, particularly in underserved and marginalized communities. Through dedicated outreach efforts, we provide equitable healthcare, promote education, and conduct research initiatives that address the needs of marginalized groups, ensuring our work resonates within communities that have historically been overlooked. In recognition of these efforts, Aga Khan University proudly ranks within the top 5% of universities worldwide for its contributions to the United Nations' Sustainable Development Goals (SDGs), reflecting our dedication to impactful, sustainable progress.



The Office of DEI&B is committed to advancing an inclusive, welcoming environment for all members of AKU and the broader community it serves. Through these and other initiatives, AKU is making meaningful strides toward cultivating a diverse and inclusive campus where everyone can thrive. As we continue on this journey, our DEI&B initiatives are not just shaping the University's culture today but are also laying the groundwork for lasting impact in the years to come.



HBL MfB's Diversity, Equity and Inclusion Agenda



Muhammad Amir Khan
 CEO & President



Wajid Ali
 Head HR



Abdul Khaliq Khan
 Head Talent & OD

Diversity, Equity, and Inclusion (DEI) serves as a fundamental pillar for HBL MfB, which aims to provide financial access to underserve and under privileged segments of society, including women. Enhancing gender diversity within the workforce is essential to achieving the bank's goal of delivering financial solutions to the women clients.

A Management-Level Diversity Council has been formed, comprising senior management personnel and chaired by the CEO. The primary objective of this council is to oversee and promote the integration of a comprehensive gender perspective into the implementation of the bank's policies, action plans, and practices.

Gender Diversity Ratio

The gender diversity ratio at the organization reflects a commitment to inclusion, with women making up 20.38% of the total workforce. Among the Board of Directors, women constitute 44%, with four women members out of a total of nine. These figures highlight the organization's efforts to promote gender diversity at various levels of leadership as shown below.

Diverse employees hold positions at all levels and functions to ensure equitable representation.

In terms of gender diversity across different management levels, women represent 13.33% of higher management (MG 1 - MG 4), 13.35% of middle management (MG 5 - MG 8), and 21.78% of lower management (MG 9 - MG 12). Additionally, women comprise 17.86% of the contractual workforce. When examining gender diversity by function, the Business Department has 17.72% women, the Banking Operations Department includes 28.57% women, and the Support Departments account for 26.07% women.

The Bank has implemented a range of initiatives aimed at enhancing its Diversity, Equity, and Inclusion (DEI) Index, with a focus on adopting gender-diverse hiring practices and fostering a supportive, respectful, and safe work environment for our women colleagues. We are pleased to report that our gender diversity ratio has improved to 20.53 in 2024 up from 20.18% in 2023, 17.49% in 2022 and 15.63% in 2021. To further support this commitment, we have undertaken several initiatives, as outlined below:

International Women's Day 2024

HBL MfB celebrated International Women's Day with a session focused on women empowerment and inclusion by an experience consultant. Women staff members enjoyed taking pictures in our uniquely designed photo booths & skincare boxes were widely distributed as giveaways for all. A campaign was launched named 'Stories of Strength' in which women staff shared their inspiring stories. The winners were invited for the event to share their stories in person and were presented with the gift.



Pinktober

A breast cancer awareness session, facilitated by Dr. Arooj Akram, the Women's Health Awareness Lead at Shifa International Hospitals, was organized for the women staff of HBL MfB, as well as the women family members of our male colleagues. Additionally, discount vouchers were distributed to all attendees, enabling them to access mammography and other related tests at reduced rates, thereby encouraging proactive health management & self-care.

DEI Integrated in Learning & Development

We are conducting extensive training programs for our staff on anti-harassment policy, gender sensitivity, diversity and inclusion, core values, and ethics. Special sessions include International Women's Day discussions, leadership convergence, and financial literacy drives for women & DAP.



Women Return-ship Program & Khaas Program

HBL MfB has launched a Women Return-ship policy to help women re-enter the workforce after a career break, successfully recruiting 32 participants. Additionally, the Inclusive Khaas Program has hired eight differently abled individuals, demonstrating the bank's commitment to an inclusive workplace culture.



Nestlé Pakistan's Commitment to Inclusion and Empowerment



Jason Avanceña
CEO and Managing Director



Hajra Omer
Head of Human Resources



Momina Tariq
Head of Talent and Learning

At Nestlé Pakistan, fostering an inclusive environment fuels our innovation and success. Through targeted programs, we champion gender equality, support employee well-being, and drive sustainable community impact.

Empowering Women Through Kero Aitemaad

Technical & Agriculture Wing

Kero Aitemaad enhances female representation in engineering by empowering women in technical leadership roles, overcoming societal barriers, and fostering a diverse and inclusive culture. In agriculture, it promotes gender inclusion by mentoring rural women, challenging stereotypes, and opening new pathways for female leadership within local communities.

Empowering Women Agripreneurs in Dairy Farming

Trains rural women in dairy farming best practices, empowering over 14,000 women to boost milk production and economic independence, aligning with sustainability goals and strengthening our supply chain.

Employee Supportive Policies

Parental Medical Fund

Enhanced to cover family health needs, ensuring that loved ones receive prioritized medical care.

Parental Leave

Offers inclusive leave policies, including 180 calendar days paid leave for primary caregiver who is the biological mother, 7 days of leave for miscarriage (before 24 weeks) and 30 days for secondary caregivers, promoting shared responsibility.

Childcare Support

Includes on-site daycare, financial support for nanny services, and assistance for locations without facilities, allowing parents to balance careers and family well-being. full benefit delivery.



Community and Environmental Initiatives

Clean Gilgit-Baltistan Project (CGBP)

CGBP focuses on waste segregation and recycling systems for Gilgit-Baltistan region. We have installed three compressing and baling machines, one each in Gilgit, Hunza and Skardu.

Nestlé Cares Initiatives

Nestlé Cares provides our employees the opportunity to engage and assist underprivileged communities through their direct and indirect participation. The activities primarily support and address the needs of local communities based on Nestlé Creating Shared Value pillars.





Rehmat Ali Hasnie

President & Chief Executive Officer



Mirza M. Asim Baig

Group Head HRMG

National Bank of Pakistan (NBP) is on a journey to becoming a true champion of inclusion, driven by the visionary leadership of Rehmat Ali Hasnie, the bank's President & CEO. Mr. Hasnie has made it his mission to foster a culture that embraces diversity, equity, and inclusion, ensuring that every employee feels valued and empowered. Alongside him, Mr. Mirza Muhammad Asim Baig, Group Head of Human Resource Management Group (HRMG), has been pivotal in turning this vision into reality. His commitment to creating a barrier-free, inclusive workplace has led to policies and programs that support employees with disabilities, promote gender diversity, and champion equal opportunities for all.

These efforts recently culminated in a historic win for NBP, as the bank became the first from Pakistan to receive the prestigious Disability Inclusion Award 2024 from the Asian Development Bank (ADB). Competing with top financial institutions from across Asia and the Pacific, NBP's dedication to accessibility and inclusion set it apart. This award is a testament to the hard work of NBP's leadership and its employees, proving that creating a truly inclusive environment benefits everyone.



At the award ceremony in Singapore on September 3, 2024, Mr. Mirza Muhammad Asim Baig accepted the accolade on behalf of NBP. He highlighted the bank's trailblazing efforts in making its branches fully accessible, implementing inclusive policies, and employing 169 individuals with disabilities—the highest in Pakistan's banking sector. These initiatives not only create opportunities for people with disabilities but also set new standards for diversity in the industry.

But NBP's inclusion efforts don't stop there. The bank has also made impressive strides in gender diversity, with 24% of last year's new hires being women. By fostering a supportive and inclusive work environment, NBP is breaking barriers and setting an example for the entire banking sector.



This award from ADB is more than just recognition; it's a symbol of NBP's unwavering commitment to building a more inclusive future for all. It reflects the bank's ongoing efforts to create an environment where every individual, regardless of ability or background, can thrive. As NBP looks ahead, it remains dedicated to leading the charge in disability inclusion, proving that embracing diversity is key to its success and growth.



Fatima Asad-Said

CEO



Maria Safdar

Head of Corporate Human Resources



Sehar Ali

Manager Talent Management

Employee well-being and flexibility are fundamental to our support framework. Policies like Flexi-Hours and Abacus Anywhere enable employees to balance professional and personal priorities seamlessly. Openness, one of our core values, ensures transparency in all we do, from conducting annual internal equity analyses to holding monthly Executive Committee meetings that promote accountability. Our Employee Engagement Survey 2024 underscored these values, with a Work-Life Balance score of 67%, surpassing the industry benchmark of 60%. Furthermore, 76% of our female employees highly recommend Abacus as a Great Place to Work. Our Advocacy and Overall Satisfaction scores, at 72% and 73%, respectively, underscore our positive organizational impact. Additionally, 63% of female employees—exceeding the industry average of 59%—affirm that Abacus supports their lifestyle needs, highlighting our steadfast commitment to a supportive and inclusive environment.

For over 35 years, Abacus has been a leader in delivering transformative business solutions that turn visions into reality. By leveraging cutting-edge technology and modern methodologies, we empower clients to overcome complex challenges and emerge as industry leaders. Our commitment to purposeful innovation makes us trusted partners across consulting, technology, and outsourcing, driving success across sectors. At Abacus, Diversity, Equity, and Inclusion are not just values; they are woven into the fabric of our organization. In 2024, we achieved a significant milestone by increasing female representation to 40%, up from 35% in 2023 and well above the industry average of 30%. Our Board of Directors reflects this commitment, with 50% female representation, embedding gender diversity at the highest levels of leadership. Our CEO, Ms. Fatima Asad-Said, champions DEI as a strategic priority, fostering an inclusive culture where every employee is empowered to thrive. Our leadership team embodies this dedication to gender diversity and inclusion, with influential figures such as Ms. Fatima Asad-Said, Faeza Asad (Chief Strategy Officer), Alliya Haider (Executive Director of Strategy & Corporate Finance), Samra Khan (Vice President), Maria Safdar (Head of Corporate HR), Mahum Touqeer (Global Head of Talent Acquisition), and Sehar Ali (Lead for Talent Management, D&I). Together, they set an inspiring example, promoting a culture of respect, belonging, and innovation. Our workforce is also generationally diverse, with 70% Millennials, 14% Gen Z, and 11% Gen X, combining fresh perspectives with experienced expertise to drive innovation.

Abacus's commitment to talent retention and development shines through our flagship programs, including Futurist – Abacus Emerging Leaders, Abacus Sales Excellence, and Abacus - NextGen Women Leaders, which accelerate career growth and build leadership readiness. Through Mercer Job Evaluations and Salary Benchmarking, we ensure pay equity, while secondment opportunities in key technology areas foster continuous learning and career advancement.



Our dedication to continuous learning and policy awareness is deeply embedded in our core value of Being Learners. Through the Know Your Policies - Awareness and Action Campaign, we ensure that every team member, from executives to housekeeping staff, is fully educated on essential policies like sexual harassment prevention and whistleblowing. This initiative not only strengthens accountability but also empowers our employees to champion a respectful, safe, and transparent workplace, embodying our unwavering commitment to cultivating leadership and integrity at every level of our organization. Learning Sessions are tailored in Urdu for housekeeping staff, ensuring accessibility for all. Abacus's workforce is diverse in faith and culture, with Muslims, Hindus, and Christians representing a broad cultural and geographical range that includes Pakistanis, Americans, British, Saudis, Egyptians, Bahrainis, Jordanians, Indians, and Emiratis, working together in a merit-based, inclusive environment.

At Abacus, DEI is not merely an initiative—it is central to our identity. We are steadfast in building a workplace where diversity is celebrated, equity is upheld, and inclusion drives our success. As we continue our journey of innovation, our inclusive culture remains the foundation of our commitment to excellence.





Ali Jameel
Chief Executive Officer



Sania Naqvi
Head Human Resources



Tooba Rahman
Senior Manager -
Learning & DEI

TPL draws its strength from the unique perspectives and experiences that each member brings. For us, diversity is the vibrant thread that unites our workplace culture. Our DEI strategy serves as our north star, guiding us toward a future where equal representation and opportunity are woven into the very fabric of our organization. Together, we are building a workplace where respect flourishes, barriers dissolve and every individual is empowered to thrive. Every initiative and policy reflects our unwavering commitment to equity and inclusivity.

As an organizations operating across multiple industries, we embrace the responsibility to cultivate an empowering environment that prioritizes continuous learning while championing diversity, equity and inclusion in everything we do. We have proudly seen a steady upward trend in the representation of women and uniquely-abled individuals within our workforce.

Every year, TPL enhances its commitment to inclusion by introducing initiatives and programs that go beyond workforce representation. These efforts enrich our culture with diverse perspectives and create an environment where innovation and collaboration can thrive. **“Junior Mavericks”** is a program that TPL proudly pioneered to address the need for early skill enhancement and career development, thoughtfully designed for young school going children who are future leaders.

“Har Khwab Ahem Hai”, our internship program for the uniquely-abled, is our step forward in promoting accessibility and equal opportunities, it reflects our belief that every dream is valuable and deserves a chance. Through this program, 14 talented individuals from NOWPDP and KVTC joined us to gain experience and showcase their skills. Our flagship management trainee program, the **TPL Leadership Program**, this year proudly has a 100% female batch, providing them with invaluable development opportunities. Annually, we host **“Women Leader’s Award”**, to celebrate and recognize the achievements of our female leaders.



We actively seek candidates with diverse perspectives, supported by our talent acquisition strategy which prioritizes gender diversity and the inclusion of underrepresented groups. Our Gender Equity and Social Inclusion policy ensures fairness and eliminates bias in all processes ensuring equity in job roles and advancement decisions creating a level playing field where everyone has equal access to opportunities to thrive. TPL has also established strategic collaborations with NOWPDP, KVTC, Hunar Foundation and Aligarh Institute of Technology to bring its vision of inclusion and equal opportunity to life.

Recognizing the diverse work arrangement needs of our workforce, we are dedicated to supporting work-life balance and flexibility. Our initiatives include policies that support employees in managing their personal and professional commitments seamlessly. Our daycare and flexible working hour policies are thoughtfully designed to support working mothers and single parents. By acknowledging their unique challenges and responsibilities, we aim to create an enabling environment for them to perform at their best. At TPL, we foster awareness and sensitivity to the diverse needs of our teams through sensitization sessions and events like International Women’s Day, Men’s Day, Mother’s Day, Father’s Day, International Day of Persons with Disabilities, Pinktober and more. Recognizing that employee wellbeing is essential for productivity we support mental, physical and emotional health through regular health screening, an in-house virtual clinic and wellness sessions to help our employees manage stress and maintain a balanced lifestyle.

Diversity, Equity and Inclusion at TPL is more than an initiative, it is an ongoing journey. As we continue on our DEI journey, we are committed to breaking barriers, raising the bar, setting new standards and fostering a truly inclusive environment.





MARTIN DOW GROUP: A COMMITMENT TO DIVERSITY, EQUITY AND INCLUSION



Javed Ghulam Mohammad
Group MD & CEO



Shahrukh Masood
Chief People Officer



Oma Barua
Manager Support Services/ DEI Lead

Clear communication is key to building an inclusive culture. Martin Dow has taken steps to ensure that their communications are accessible to all. In partnership with Fatima Dental College, they introduced Pakistan's first **Sign Language Book for Dentistry**, making medical communication more accessible for the hearing-impaired community.



Martin Dow Group has always been dedicated to making a positive impact—whether for their customers, communities, or employees. As a champion of diversity, equity, and inclusion (DEI), Martin Dow has seamlessly integrated these core values into its organizational culture. With a focus on equal opportunities, language inclusiveness, and well-being, they are leading the way in fostering a diverse and inclusive work environment.

In 2024, Martin Dow took a significant leap forward by introducing SheReturns, a return-to-work program designed to help women who took career breaks get back into the workforce, being the first in its industry to have started this initiative. SheReturns provides tailored skill development, mentoring, and networking, empowering women to resume their careers with confidence and pursue leadership roles.

Alongside its flagship Martinship internship, Martin Dow partnered with Connect-Hear and Karachi Down Syndrome Program (KDSP) to offer professional opportunities to Persons with Disabilities (PWDs). This initiative includes comprehensive support and training, ensuring that PWDs can thrive in their careers. Additionally, the company offers sensitization workshops to help employees understand and support the unique needs of PWDs, fostering a more empathetic workplace.

Martin Dow understands the critical role women play in driving innovation and diversity. They are committed to supporting working parents, particularly mothers, by offering daycare facilities that promote a healthy work-life balance. Their women's leadership development program, **Eve 2.0**, equips women with the skills and confidence needed to excel in senior management roles.



The company believes that diversity should be reflected at every level of the organization and actively recruits diverse talent, promoting fair representation regardless of religion, race, gender, or background. This inclusive spirit extends to the company's well-being initiatives, where they host regular awareness sessions on topics like breast cancer and mental health. In addition, they organized a mental health camp under their **Spark** campaign to raise awareness about mental health issues and workplace well-being, highlighting their commitment to the overall health of employees.

To celebrate cultural and religious diversity, Martin Dow launched the Better Together campaign, encouraging employees to come together and honor a variety of religious festivals. This effort showcases the company's commitment to respect and understanding, reinforcing that everyone's beliefs are valued.

For Martin Dow, DEI isn't just a set of policies - it's a core part of who they are. Their goal is to create an environment where everyone, regardless of their background, feels valued and included. They believe that the best ideas come from diverse perspectives, and by embracing differences, they continue to drive innovation and create lasting impact. Through these efforts, Martin Dow is not just breaking barriers—they're building a community where everyone can thrive. Their dedication to diversity, equity, and inclusion goes beyond the workplace, aiming to create distinction for life and a fairer, more inclusive world for all.



Javed Ahmed
CEO and MD



Farukh Iftikhar

Group Head - Human Resources Management and Development



Bushra Mazhar

Head Talent, HRBP, and Diversity



Duaa Zehra

DEI Champion

Creating Change – Jubilee Life’s Commitment to DEI

In today's fast-paced world, Diversity, Equity, and Inclusion (DEI) are no longer just values; they are fundamental to a company's success. Jubilee Life Insurance, Pakistan's largest private sector insurer, has made DEI an unwavering commitment that shapes its identity and drives its mission to create a workplace where every individual feels valued and empowered. By integrating DEI principles into its core policies and culture, Jubilee Life is setting a benchmark for inclusive growth and innovation in the industry. At Jubilee Life, DEI is more than a strategic priority—it's a way of life. The company understands that building an inclusive environment requires more than just implementing policies; it calls for meaningful actions, continuous dedication, and a strong focus on empowering people at every level. With a vision to break barriers and create equitable opportunities, Jubilee Life has spearheaded various initiatives focused on enhancing well-being, promoting gender equality, and creating opportunities for diverse groups.

Gender Equity and Recognition

With women making up more than 25% of its workforce including sales staff, Jubilee Life's commitment to gender equity has garnered recognition, including the prestigious IFC-PBC Gender Diversity Award on Promoting Women in Leadership. This achievement highlights the company's ongoing efforts to support women in leadership roles and to create a balanced and equitable work environment.



We Care Program

Jubilee Life's family-first approach includes an extended maternity leave of up to six months and two weeks of paternity leave, ensuring parents have the support they need during this critical time. New mothers also receive gift baskets, regular check-ins, and access to teleconsultations through partnerships with Sehat Kahani and Healthx, demonstrating the company's commitment to holistic employee well-being.



Building Strong Network

Jubilee Life's LeadHer initiative focuses on advancing women's leadership within the company. Offering specialized coaching on personal branding and leadership development, the program helps women build their careers, while unconscious bias training fosters a more inclusive workplace, empowering women to confidently take their place at the decision-making table.

Employee Wellness

Flexible working arrangements, fitness bootcamps, regular awareness sessions, breast cancer prevention initiatives, and events like solidarity walk are integral to Jubilee Life's employee support systems. Through telehealth services from Healthx and Sehat Kahani, employees have access to expert advice on physical, mental, and nutritional health, further promoting a healthy and supportive work culture.

Jubilee Life's journey towards DEI isn't about ticking boxes; it's about creating a lasting impact. The company is dedicated to nurturing a workplace where every individual—regardless of gender, ability, or background—has the opportunity to thrive and contribute meaningfully to its success. Through its groundbreaking initiatives, Jubilee Life is paving the way for a more inclusive future, one that celebrates diversity and empowers everyone to reach their fullest potential.



Moving Beyond Inclusion: KE's Vision for Empowerment and True Belonging

At KE, our commitment to Diversity, Equity, and Inclusion (DEI) goes beyond fostering a culture of acceptance; it reflects a purposeful journey towards lasting empowerment and belonging. Building on our existing policies and practices we have broadened our approach to DEI, recognizing that a truly inclusive environment is one where everyone has access to support and opportunity. These initiatives expand on our longstanding dedication to equity, creating a workplace that goes beyond mere inclusion and actively empowers each individual.



Syed Abdullah Moonis Alvi
Chief Executive Officer

Innovative Support Systems for Diverse Needs

Our enhanced Commute to Work (CTW) Allowance exemplifies this commitment. Initially offered exclusively to women to alleviate logistical challenges, this allowance has now been extended to employees with disabilities. This expansion acknowledges the unique obstacles faced by persons with disabilities, aiming to remove barriers to their daily conveyance. By extending this support, we continue to build a workplace that prioritizes equitable opportunities and practical support.

In keeping with our evolving understanding of family needs, KE introduced the Adoption Leave Policy, a first-of-its-kind. This policy provides employees with valuable time off to bond with a newly adopted child, demonstrating our commitment to family inclusivity in its many forms. Whether through childbirth or adoption, every parent is provided the support they need during this life-changing transition. KE emphasizes that every family—no matter the journey to parenthood—deserves the time and resources necessary for connection and care.



Muhammad Rizwan Dalia
Chief People Officer

Supporting Mental Wellness for Holistic Wellbeing

Mental wellness remains central to our DEI approach, as we recognize that an inclusive workplace addresses both visible and invisible challenges. Our Mental Wellness Program provides employees with access to a 24/7 helpline (Saaya Health) for mental health concerns, ensuring that support is available whenever it's needed. Additionally, our Wellbeing Clinics offer personalized consultations with licensed psychologists for employees and their families. These clinics address a wide spectrum of mental and social wellness issues, acknowledging the interconnected nature of work-life balance and family dynamics. Furthermore, to extend our support network, we have introduced Family Counseling Services embracing the concept of broader wellness. Available to all employees, these sessions offer an avenue for entire families to engage with mental health professionals, reinforcing our understanding that family wellness is integral to individual wellbeing. By enabling access to holistic support, KE fosters an environment where employees can thrive both personally and professionally.



Saadia Fahad
GM DEI, Culture & Employee Experience

Building a Foundation for Lasting Impact

These new initiatives, alongside our existing DEI programs, continue to enrich our workplace culture, positioning KE as a pioneer of inclusivity.

As we continue to advance our DEI efforts, we remain dedicated to making a meaningful difference in the lives of our employees, equipping them with the resources, opportunities, and support systems they need to flourish. At KE, we are building a future where diversity is celebrated, equity is practiced, and every individual feels a true sense of belonging.





Rashed Rafique

VP & General Manager



Noman Javaid

Director People & Organization



Atika Shaheer

Director People & Organization

At Novo Nordisk Pakistan, we proudly champion gender diversity, with women making up 22% of our workforce—a remarkable contrast to the 4% industry average. Central to our commitment to diversity and inclusion is our WomenXChange (WxC) platform, designed to elevate the voices and concerns of women in our organization.

The WomenXChange Platform

The WxC platform serves as a dedicated space for addressing the unique challenges faced by women, providing them with the resources, support, and community to thrive. Led by a committee of three regional team leads and a WxC lead, our mission is rooted in Novo Nordisk Way, Essential 6: **we value diversity and treat everyone with respect.**

In a society where patriarchal norms often lead women to remain silent about workplace concerns, WxC seeks to empower female employees to voice their challenges. By fostering an environment of high integrity, we ensure that every woman at Novo Nordisk feels heard and supported. Through education, dialogue, and collective action, WxC promotes a culture of inclusion, enhancing female engagement and productivity.

Together we are driving change for an inclusive and equitable workplace culture!

The EmpoweHer Series

As part of the WxC platform, the EmpoweHer series is a quarterly initiative aimed at addressing issues specific to women in the workplace. These sessions cover topics ranging from women's health to overcoming workplace challenges and sharing inspirational stories.

We have also partnered with Sehat Kahani, a telemedicine platform, to provide monthly awareness sessions on health concerns that affect both men and women, helping employees manage common health issues.



Inclusive Benefits for All

Our commitment to inclusion extends to our benefits, which are designed to support employees through key life events. We offer gender-neutral paid parental leave of 14 weeks and 2 weeks of caregiver leave to care for dependents. These inclusive policies reflect our purpose of creating a diverse, supportive workplace where every employee can balance personal and professional responsibilities with confidence.

At Novo Nordisk Pakistan, we believe that fostering diversity and inclusion is not just a goal—it's a fundamental part of who we are.





Farid H. Jaffer
CEO



Uroosa Meraj
Chief People Officer



Tuba Khalid
Diversity Manager

Jaffer Group prioritizes Global Diversity, Inclusion, Equity and Belonging (GDEIB) as core principles in its organizational strategy. With initiatives that promote a fair, inclusive, and growth-oriented workplace, Jaffer Group is setting the stage for a more equitable future.

Talent Acquisition Framework “VISTAS”

Our Talent Acquisition Framework, "VISTAS," ensures that hiring processes are merit-based and accessible to all, breaking down barriers and promoting diversity across the organization. The company's partnership with universities and its use of AI for unbiased candidate shortlisting are part of this commitment to equitable hiring. As part of our ongoing efforts, we now aim to have 25% of our total hiring pool consist of persons with disabilities (PWD), further reinforcing our dedication to an inclusive workforce.

Aghaaz Program

Aghaaz, the group's comprehensive onboarding program, goes beyond introducing new hires to company policies. It focuses on embedding a sense of belonging from the start by familiarizing new employees with the organization's culture and values. The program's holistic approach ensures all newcomers are welcomed and integrated seamlessly, setting a strong foundation for a diverse workplace.

Management Trainees Program: GradNest'24 & Emerge Program, Developing Future Leaders

The Jaffer Group fosters diversity and young talent through programs like GradNest'24 and Emerge. GradNest develops future leaders with equal opportunities and structured growth, while Emerge empowers agriculture students with mentorship and real-world experience. Both initiatives nurture inclusivity, innovation, and community representation, building a diverse talent pipeline for sustainable growth.

Flexible Work and Inclusive Policies

Jaffer Group is committed to creating a flexible and inclusive environment where employees can thrive. The company's flexible work arrangements include work-from-home policy, gaming rooms, and silent working zones along with comprehensive leave policies for maternity, paternity, and bereavement, were designed to support the diverse needs of employees. Additionally, the organization enforces gender-neutral workplace harassment policies, provides dedicated smoking areas, and ensures accessible facilities for persons with disabilities (PWDs), fostering a safe and supportive workplace for everyone.

Embedding GDEIB in Learning and Development

Jaffer Group has made GDEIB a fundamental component of its learning framework. Mandatory training programs educate employees on issues like workplace harassment and inclusive behavior, while leadership development courses incorporate diversity principles. By embedding these elements into training, the company ensures that inclusion is not just an ideal but a lived experience for all.

Employee Development

Jaffer Group promotes female leadership by offering targeted training, like Directors' Training and workshops, to prepare women for senior roles. Initiatives like Talent Navigator and RISE focus on diverse talent development and cultural transformation, fostering inclusivity and empowering the next generation of leaders to close the gender gap in leadership.





Veqar ul Islam
CEO



Uroosa Meraj
Chief People Officer



Sukaina Shabbir
People Business Partner

A Commitment to Competitive Compensation

JBS's Total Target Compensation (TTC) model integrates salary, bonuses, benefits, and non-monetary rewards, ensuring fair, performance-aligned employee compensation. This holistic approach attracts top talent, enhances retention, and fosters a workplace where employees feel valued. By aligning with industry standards, the TTC model strengthens JBS's DEI strategy, promoting equity and growth.

GradNest'24: Shaping Tomorrow's Leaders

The **GradNest'24 Management Trainee program** highlights JBS's commitment to developing young, diverse talent in technology. Tailored for recent graduates, it equips them with skills and experience for leadership roles, fostering innovation and inclusivity. This initiative aligns with JBS's mission to nurture future leaders and promote a culture of diverse perspectives.



In today's rapidly evolving workplace, organisations increasingly recognise the importance of Diversity, Equity, and Inclusion (DEI) in driving innovation, employee satisfaction, and overall business success. Jaffer Business Systems (JBS) stands out as a shining example of a company that not only embraces these values but actively integrates them into its culture and operations. By implementing strategic initiatives aligned with Global Diversity, Equity & Inclusion Benchmarks (GDEIB), JBS has established itself as a great employer committed to fostering an inclusive environment for all employees.

Learning & Development for Everyone

JBS invests in **LinkedIn Learning**, providing all employees with equal access to personalized development opportunities. This initiative promotes inclusivity, continuous growth, and aligns with JBS's GDEIB objectives for a thriving workforce.

Flexible Work Arrangements: A Modern Approach

JBS's **Work-from-Anywhere** policy supports flexible work arrangements, empowering employees to balance personal circumstances and work styles. This initiative fosters inclusivity, enhances well-being, and boosts job satisfaction, reinforcing JBS's commitment to diversity.

Diversity in Leadership: Paving the Way for Change

JBS celebrates diversity, with **33% of leadership roles held by women**, reflecting commitment to gender equity. Leadership programs foster young talent, driving innovation and inclusivity for a more equitable tech future.

Celebrating Employee Engagement: Happiness Week

JBS's quarterly **Happiness Week** celebrates employees with fun activities, boosting morale and connections. This initiative fosters belonging, well-being, and alignment with GDEIB goals, creating a positive, inclusive workplace culture.



Award-Winning Excellence: Microsoft Partner of the Year 2024

JBS was named **2024 Microsoft Secure Productivity Excellence Partner of the Year**, honoring our innovation, leadership in Microsoft solutions, and commitment to driving industry change while upholding DEI values.

These values not only guide our operations but also serve as the foundation for fostering an inclusive workplace culture that prioritizes diversity and equity.





Hasan Azhar

Group CEO

Since its founding in 1992, HRSG has remained deeply committed to fostering a culture centered on diversity, equity, and inclusion (DEI). These principles have shaped every aspect of HRSG's operations, from hiring practices and development programs to the very products and services offered to clients. DEI is not merely a focus but a core component of HRSG's identity, guiding its mission to build an inclusive work environment that celebrates individual strengths and perspectives and supports employees in bringing their whole selves to work. Our people are at the heart of our DEI journey. HRSG prides itself on providing a supportive work environment that offers opportunities for growth, engagement, and connection. This commitment extends beyond standard workdays, with HRSG celebrating religious holidays and cultural festivals, fostering a sense of community and inclusion for all employees.



Sadaf Hatif

CEO

Diversity is a fundamental value shared across HRSG. We embrace and respect our employees' unique identities, including their age, ethnicity, marital status, gender, language, abilities, religion, socioeconomic background, and many other aspects that contribute to a dynamic workplace. This diversity strengthens our team and enables us to better anticipate and meet our clients' varied needs. HRSG empowers each employee to make decisions that are in the best interest of the organization, emphasizing trust,



Faiza Tariq Qureshi

Group Head People & Culture



accountability, and individual agency. Our people are at the heart of our DEI journey. HRSG prides itself on providing a supportive work environment that offers opportunities for growth, engagement, and connection. This commitment extends beyond standard workdays, with HRSG celebrating religious holidays and cultural festivals, fostering a sense of community and inclusion for all employees.



Talha Abbasi

Senior Manager People & Culture

In line with our DEI goals, HRSG collaborates with organizations specializing in recruitment for skilled and unskilled roles, promoting gender balance at all levels of the company. One of our core goals is to achieve 35% female representation across the organization by 2025, alongside continuous efforts to narrow the gender pay gap.

Fair and equitable compensation is a top priority at HRSG. Our People & Culture team conducts regular job evaluations to align pay grades and benefits with market standards, ensuring compensation reflects the role's responsibilities and contributions. Since 2020, we have made substantial progress on this front, reducing our gender pay gap from 20% in 2020 to 4% in 2024. This achievement highlights HRSG's proactive commitment to pay equity and eliminating inequalities. As an equal-opportunity employer, HRSG celebrates and supports cultural and religious diversity by offering special leave options and inclusive communication strategies. Equitable access to employee support services and technology resources ensures that specially-abled individuals have the tools to succeed alongside their colleagues. Special equipment and support are provided to differently-abled employees, ensuring that every team member has the opportunity to thrive and grow.

HRSG is committed to its DEI values through actionable policies that create a balanced, family-friendly, and discrimination-free workplace. Our flexible working arrangements, technological support, and allowances contribute to a supportive work-life balance, underscoring our dedication to employee well-being.

With concrete actions and a steadfast dedication to a more inclusive and equitable future, HRSG fosters a culture where every individual has the opportunity to flourish and contribute meaningfully to our shared success.





Aizid Razzaq Gill
CEO



Saira Shahid Hussain
CHRO

ABL focuses on “Women in Leadership” narrative along with providing a safe and respectable working environment. Bank ensures women’s full and effective participation and equal opportunities for leadership at all levels of decision-making. 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 96% 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**. Currently, females hold 23% of total positions bank-wide which has increased from 16.50% from past five years.

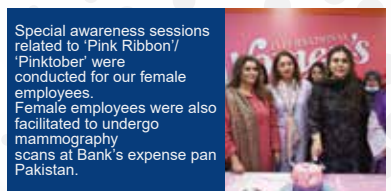


Board of Directors stand with a female ratio of 12.5%. In managerial and senior roles, the Bank holds significantly progressive figures, with 6.25% representation of females amongst Chiefs, 5% within Group Heads, 8.9% within Divisional Head, 9.8% within Unit Heads, 12% within Managers and a staggering 28% segment of females amongst Associate Manager.

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 2023-24. 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 41 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.



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 many 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.



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.

Training sessions and wellness programs on ‘Work-life Balance’, ‘Yoga for Self-Care’ and ‘Stress Management’ were arranged for employees. As part of Day Care centers are established in Lahore, Karachi & Islamabad to facilitate employees with infants.



RIGNITE – PATHWAY TO RISE

Considering that women form approximately 50% of the world’s working population, creating environments for them to return to work with confidence and succeed is not just a social or moral imperative, but also a critical business issue and opportunity. Alongside the age-old societal pressures on women to prioritise caretaking responsibilities over their careers, there are several systemic factors that hinder their return at work. These include lack of opportunities, flexibility, inclusivity, pay parity and skill obsolescence. Mashreq is committed to remove these barriers for women at work and create a gender-equal and inclusive workplace, where all employees have a chance to advance their careers based on their capabilities, qualifications, and experience.

Reignite – Mashreq’s Global Programme for Returning Women

As part of this commitment, Mashreq launched ‘Reignite’, its flagship program in August 2023, designed to welcome back and support women that possess the right skill set and are looking to rejoin the workforce after a career break. Tailored to ensure seamless integration back into the workforce for women, it aims to provide personalised coaching, support, and flexibility to support their transition. It welcomes women who have taken a hiatus of a minimum of 12 months from full time employment due to maternity, elderly care, family responsibilities or pursuing higher studies, hobbies, or any other personal priorities. Recognizing that these breaks can stem from a wide range of reasons beyond child-rearing, Mashreq created Reignite, which resonates with all returning women professionals, regardless of their circumstances -- reflecting its commitment to inclusivity and its recognition of the diverse paths women take in their professional journeys.

Beyond just a Re-entry Program; Helping Women Truly Thrive

Reignite offers a robust platform for these women to re-enter their careers with confidence by providing flexible work arrangements, childcare assistance, and mentorship opportunities. Additionally, Mashreq’s extensive professional network facilitates hands-on training and access to leadership development modules. Each participant is assigned a career counselor who helps create personalized development plans, ensuring a seamless transition back into the workforce while balancing personal responsibilities.

With Reignite, Mashreq is working towards its mission to create a truly inclusive workplace culture that empowers women to ‘thrive’ in their careers, beyond a mere re-entry into the workforce.



“

I am JAIBP Nimra Khan, a certified banker. I hold a Master’s degree in Business Administration from the University of Karachi, one of Pakistan’s esteemed institutions. My career began from Bank Alfalah Limited in 2013 as a Trainee Officer, where I gained valuable experience in branch banking operations, compliance, trade, and audit. I started as an Analyst and was promoted to Team Leader and Assistant Manager until I took a career break in April 2022 after the birth of my son.

I’m excited to resume my career with Mashreq, which I believe offers an exceptional support system for mothers looking to balance their professional and personal lives. I feel fortunate to be part of such a progressive organization. At Mashreq, I am part of The Reignite Cohort Program. The Reignite Cohort Program is a great platform for employees’ personal and professional growth. It’s wonderful that it focuses not only on helping employees perform their tasks effectively but also on fostering overall career development through training, mentoring, and counseling. I feel fortunate to be part of such a progressive organization.

Nimra Khan

”



Inclusion Allies: Telenor Pakistan’s Step Towards Leadership-Driven Inclusion



Khurrum Ashfaque
CEO



Areej Khan
Chief People Officer



Konpal Mansoor
Sr Manager Talent,
Learning & Culture

In the evolving corporate landscape, diversity, equity, and inclusion (DEI) are more than a ‘good to have’—they are essential pillars of business success. At Telenor Pakistan, our commitment to these values is embodied in a unique program, the ‘Inclusion Allies,’ an industry-first program that aims to empower and uplift leaders as drivers of meaningful change.

Creating Change Agents Within Leadership

The ‘Inclusion Allies’ initiative is designed to embed the concept of inclusion at a granular level within the leadership of Telenor Pakistan, transforming our leaders into active DEI advocates. It brings together **40 extended management members, including 9 regional directors, 4 vice presidents, and 27 functional heads**, who have pledged to advance gender inclusion within their respective teams and divisions. These diversity champions are spearheading efforts to cultivate a culture that goes beyond compliance, focusing instead on meaningful, sustainable inclusion.

A key element of the program is creating more male allies in the organization to challenge biases and stereotypes, promoting gender equity and encouraging collaborative efforts. By involving men in the journey towards inclusion, Telenor Pakistan aims to dismantle preconceived notions and advocate for and build on a culture where both women and men actively advocate for diversity.

The initiative reflects a clear objective: making DEI a fundamental part of our operations and people, ensuring leadership accountability, and nurturing a workplace where everyone feels seen, heard, and valued.

Building a Collaborative and Inclusive Culture

‘Inclusion Allies’ exemplifies our belief that inclusion is a journey that requires leadership at every level. Through this objectively powerful initiative, Telenor Pakistan ensures that DEI is woven into the organizational fabric, encouraging collaboration across teams, functions, and regions. This isn’t just about KPIs for us—it’s about building a sense of belonging for all employees. With the involvement of senior leaders and the clear alignment of DEI goals with business objectives, the program is creating real impact. These diversity champions are driving policies, behaviors, and cultural shifts that make inclusion a lived reality for everyone at Telenor Pakistan.



A Future Anchored in Inclusion

Telenor Pakistan's "Inclusion Allies" program has successfully increased female representation and fostered a culture of equity and collaboration, driven by leadership sponsorship. By empowering leaders to champion inclusion, Telenor Pakistan is transforming its culture and creating a legacy of diversity, equity and inclusion, ultimately building a more inclusive future.



Basir Shamsie
President & CEO



Muhammad Umer
Head of Human Resources




Hala Iqbal
DEI Lead

Advancing Gender Equity and Inclusion at JS Bank

JS Bank, recognized as Pakistan's fastest-growing digital bank, is committed to fostering a diverse, equitable, and inclusive (DEI) workplace. With a notable 19% diversity ratio, we prioritize enhancing women's representation and leadership throughout our organization. Our strategic initiatives focus on empowering women at all levels, particularly in senior management roles. A cornerstone of our DEI efforts is the Women Leadership Development Program, specifically designed for middle and senior managers. This program emphasizes our dedication to gender diversity, equipping participants with vital leadership skills and networking opportunities. In addition, we have launched a comprehensive mentoring and networking program for middle managers, providing them with essential tools to navigate their career paths effectively. To support our senior female leaders, we recently organized an exclusive coaching session with an INSEAD-certified trainer.

This initiative prepares women for C-suite roles, ensuring they are well-equipped to assume top leadership positions within the bank. Our journey reflects our belief that a diverse workforce drives innovation and success, ultimately benefiting our customers and communities.



As we continue to advance in our DEI efforts, we aspire to set new standards for inclusivity in Pakistan's banking industry, creating a workplace where everyone can.

To support our senior female leaders, we recently organized an exclusive coaching session with an INSEAD-certified trainer. This initiative prepares women for C-suite roles, ensuring they are well-equipped to assume top leadership positions within the bank. Understanding the significance of entry-level opportunities, we introduced the Universal Tellers Program, featuring an all-female cohort. This initiative not only boosts female representation in the banking sector but also serves as a critical entry point for women pursuing careers in finance. Our Women Returnship Program has successfully assisted eight women in reintegrating into the workforce after career breaks. By providing necessary resources and support, we help them resume their professional journeys, reinforcing our belief in the value of diverse experiences. Recognizing the evolving nature of work, JS Bank has also launched the Remote Personal Banking Consultants Program, offering hybrid work options exclusively for women. This initiative enables women to work from home, allowing them to achieve financial independence while managing family responsibilities, which is essential for retaining talented female employees. Our commitment to supporting parents and families is evident in our comprehensive parental leave policies, including a recent increase in paternity leave to five days. This reflects our understanding of the importance of work-life balance. Additionally, our Childcare Assistance Program offers support for daycare services or caregivers, helping working mothers focus on their careers without compromising family responsibilities. Inclusivity for persons with disabilities (PWD) is another priority. Our Uraan program, launched in 2021, integrates PWDs into our workplace and provides them with the resources needed to thrive. We proudly operate eight role model branches across Pakistan, offering inclusive services to our PWD customers, ensuring they feel valued and respected.

In addition to these internal initiatives, JS Bank is dedicated to empowering women entrepreneurs and women-led businesses through tailored products, services, and loans designed to meet their unique needs. Our JS HER Debit and Credit Cards offer valuable discounts and include insurance coverage for seven different gynecological cancers, further supporting women's financial health and well-being. We also promote financial inclusion by hosting community sessions aimed at enhancing financial literacy among women, reinforcing our commitment to fostering a more equitable economic landscape.



Our Vision for Diversity, Equity and Inclusion



Taimoor Mukaty

CEO



Imran Nisar Shekhani

COO



Maryam Khan

Lead DEI

"Women and girls represent half of the world's population and, therefore, also half of its potential. Gender equality, besides being a fundamental human right, is essential to achieve peaceful societies, with full human potential and sustainable development".

Liberty Mills Limited truly believes that every person and all people are entitled to active, free, and meaningful participation in, contribution to, and enjoyment of civil, political, economic, social, and cultural development, through which diversified, equitable and fundamental freedoms can be realized.

Alpha Women

Our project, aligned with SDG 4, focuses on empowering female students from 2nd tier universities in fields such as textiles, industrial engineering, business, and supply chain. We bridge the gap between education and industry by providing practical manufacturing knowledge and hiring interns as MTOs. We have signed yearly educational MOUs and conducted monthly or bi-monthly industrial awareness sessions led by our female leadership.

Liberty Mills Limited actively sponsors RLAK Government College, NED University, IOBM, and Karachi University, ensuring quality education and offering internship and job opportunities to female students. We are proud to have completed two cohorts of this initiative and provided internship opportunities to more than 60+ females and job placement to more than 35+ females.

HEAR & CARE is a comprehensive project designed to assess and address the needs and desires of our female employees at Liberty Mills Limited.



Additionally, to foster wellness among our female employees, we conduct bi-monthly or monthly self-meditation sessions. Our commitment to creating a supportive and inclusive workplace has yielded outstanding results.



CSR Spotlight

Through our CSR initiatives, we strive to address social, environmental, and economic challenges, guided by our values of integrity, compassion, and responsibility. Providing access to quality education for underserved communities through scholarships, school infrastructure development, and educational programs. Engaging with local communities through volunteerism, partnerships, and capacity-building programs to address their unique needs and empower residents.

Stitch The Better Future With Us

Liberty Mills Limited aims to establish the first 100% female-oriented stitching floor, currently at 80%. 10% of workers in cut-to-pack areas are female, with a target of 18-20% by year-end. Inclusive infrastructure, including health, care, and training facilities, will be provided for all female workers.





Pakistan Petroleum Limited



Imran Abbasy

Managing Director & CEO



Adeel Rahmani

Head of Human Resources



Understanding Diversity and Inclusion at PPL

Diversity encompasses the myriad of differences among individuals, including race, gender, age, sexual orientation, disability, and cultural background. Inclusion, on the other hand, refers to the practices that ensure all employees feel valued, respected, and empowered to contribute fully to the organization.

PPL's commitment to D&I is not just a moral imperative; it also enhances creativity, innovation, and overall performance. The company believes that a diverse workforce leads to better decision-making and reflects a broader range of perspectives, which is crucial for navigating the complexities of the energy sector.

Policies Supporting D&I

PPL has established several policies aimed at promoting diversity and inclusion within the organization:

1. Equal Employment Opportunity (EEO): PPL is dedicated to providing equal employment opportunities to all individuals, regardless of their background. This policy ensures that recruitment, hiring, training, and promotions are conducted fairly and without discrimination.

2. Anti-Harassment Policy: A safe and respectful work environment is fundamental for inclusivity. PPL has a strict anti-harassment policy that promotes a culture of respect and addresses any instances of discrimination or harassment swiftly and effectively.

3. Flexible Work Arrangements: Understanding the diverse needs of its workforce, PPL offers flexible work arrangements to accommodate various circumstances, including family commitments and health-related issues.

Promoting Diversity and Inclusion: Pakistan Petroleum Limited's Commitment

In recent years, the conversation around diversity and inclusion (D&I) has gained momentum across industries worldwide. Pakistan Petroleum Limited (PPL), a leading player in the energy sector, recognizes the significance of fostering a diverse and inclusive workplace. By implementing comprehensive policies and initiatives, PPL aims to create an environment that values differences and promotes equality among its employees.

Looking Ahead

As Pakistan Petroleum Limited continues to evolve, its commitment to diversity and inclusion remains unwavering. The company recognizes that a diverse workforce is essential for driving innovation and achieving sustainable growth in the competitive energy sector. In conclusion, PPL's dedication to diversity and inclusion is a testament to its belief in the value of every individual. Through robust policies and proactive initiatives, PPL is paving the way for a more equitable workplace, setting a standard for others in the industry to follow.





Mustufa Bilwani
Board of Director



Wasif Khan
CEO



Sarah Munawar
Head of
Human Resources



Rabiya Feroz
Associate Manager –
Talent Management,
Culture & DEI

DVAGO embraces its role as a catalyst for positive change, guided by our values under the motto **"HAMARA AZAM"**. We're dedicated to building an inclusive workplace where diversity, equity, and inclusion (DEI) are core principles. Our commitment to DEI goes beyond hiring, creating a culture where every individual feels valued, supported, and empowered to contribute.



KHUDMUKHTAR PROGRAM: EMPOWERING THROUGH INCLUSION

In 2024, DVAGO took a bold step forward by launching the KHUDMUKHTAR, a pioneering initiative designed to accelerate diversity, equity, and inclusion within our organization. The KHUDMUKHTAR program is a strategic initiative that reflects our deep-rooted commitment to fostering a workplace that is equitable, diverse, and inclusive. It aims to create pathways for new talent—particularly individuals from underrepresented backgrounds—by providing them with opportunities to grow, develop, and excel in a professional environment. The key objective of the KHUDMUKHTAR program is to create meaningful opportunities, fostering inclusion, bridging the gap, and professional and personal growth.



CELEBRATING DIVERSITY YEAR-ROUND

At DVAGO, diversity is celebrated not just on special occasions but throughout the year. Our commitment to inclusivity is demonstrated through a series of events that reflect our dedication to raising awareness and promoting understanding among employees and the wider community.

Some of the key events that reflect our commitment to fostering a culture of diversity and inclusion includes International Women's Day, Breast Cancer Awareness Day, Kids Day at Work, Mental Health Initiatives, and cultural celebrations. These events drive awareness, reduce stigma, and create an environment where all feel valued and supported.



A COMMITMENT TO THE FUTURE

At DVAGO, we understand that building an inclusive workplace is a continuous journey. While we are proud of the progress we have made, we remain committed to doing more. Our vision is to create a future where diversity is celebrated not just within our organization but across the retail industry as a whole. We are determined to continue driving positive change, both within our walls and beyond, ensuring that DVAGO remains a place where everyone has the opportunity to thrive.





Taimur Saeed
CEO



Arshia Saqib
CHRO



Mahvash Murad
Head MDC

In Pakistan, there is a dire need to equip the unemployed and underemployed youth of this country with skills that are employable, and demand driven. Recognizing this, in 1998 DTI was established to bridge the gap between education and unemployment by providing technical and vocational skills to the youth of Pakistan. We build a skilled and empowered Pakistan. This is an ambitious aim, but also one that makes us extremely passionate about changing the lives of people, especially people from marginalized backgrounds who lack the same opportunities as their urban counterparts.

With our specialized programs, our aim is to increase the employability rate of the youth by training individuals to cultivate practical skills that will improve their chances of getting paid jobs. It is our belief that the only way in realizing our dream of a skilled and empowered Pakistan is when the youth of this country, especially women, become the drivers of economic growth.

Diversity and inclusion have been central to our efforts, with active involvement from leadership across both Business Unit and Division. By implementing various interventions, we have successfully enhanced diversity within our business unit, particularly at the project level. These initiatives have provided significant support and encouragement to female candidates from rural areas of Pakistan, enabling them to join our projects in various cities across the country. Here are the major key strategy areas in D&I which ISD Pakistan has executed.



Targeted Interventions



Specific strategies were employed to increase diversity within business unit.

Support for Female Candidates



Initiatives were designed to make it easier for women from rural areas to join our projects.

Geographical Expansion



Efforts were made to include diverse candidates in projects across multiple cities in Pakistan.

Leaders from different levels actively participated in promoting diversity and inclusion.





GLOBAL DIVERSITY, EQUITY & INCLUSION CERTIFICATION PROGRAM

Unlock Your Career Potential

What are GDEIB Standards?

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 owners of the GDEIB – Nene Molefi, Julie O'Mara, and Alan Richter - will continue offering the free GDEIB, will honour the User Agreements, and will continue offering support effective immediately.

What are the Main Objectives of this Program?

- Develop executives in using GDEIB Standards for gap analysis, benchmarking and strategy formulation at organizational level.
- Provide comprehensive understanding to develop a business case for D&I by establishing its linkage with organization's sustainability through social and financial impact indicators.
- Facilitate organizations in progressive transformation from using diversity defensively as a matter of legal/ethical compliance to position it as a strategic asset to compete in the market.



How the Program will be Conducted?

This is a virtual/recorded program containing 15 modules, being offered in a self-paced learning mode.

To increase one-to-one interaction, two live sessions will be conducted during the program:

1. Orientation Briefing Session: A session of 1 hour on Zoom after enrollment to explain the program structure and guide participants on how to navigate the learning materials and resources.
2. Organizational Diagnostic Assessment Session: A session of 1 hour on Zoom before the exam to provide practical insights and guidance on conducting organizational diagnostics using DEI standards.

Participants will have access to:

1. The learning package, including GDEIB Standards and Power-Point presentations for all 15 categories of GDEIB.
2. The learning system (Teachable), which contains 15 videos. Participants are encouraged to review videos and materials independently and can send their queries to diversity@thehrmetrics.com at any time during the program.

Exam and Certification

1. There will be an online exam containing 30 MCQs to be attempted in 60 minutes.
2. Those appearing in the exam and obtaining 70% and above will be awarded a Certificate of Accomplishment and a Global DEI Certified Professional Seal. Those not appearing in the exam will receive a Certificate of Participation.

Fee Structure

HR Metrics Alumni & SHRM Members	US \$ 500
Others	US \$ 600

ISO 30414 PROFESSIONAL CERTIFICATION



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.

Why Human Capital Disclosure is Important in ESG Context?

With the emergence of Environmental, Social, and Governance (ESG) framework, human capital has become important for investment analysis, both from social and financial impact perspective. Human capital is now a key consideration for most companies around the world.

It is recognized as one of the most important drivers of competitiveness, value creation, and sustainable competitive advantage. Worldwide investors are engaging with companies to improve the workforce risk disclosure to cope with rapid environmental and technological change. CEOs are under growing pressure from investors, government, regulators, customers, employees, and communities, to become more transparent in their investments and outcomes.

Option 1: Self-Paced Individual Online Training

- a. Fee is US 1,000 \$
- b. Can be subscribed anytime
- c. 8 recorded videos of one hour each
- d. 8 assignments of metrics computation and guidance via email

Option 2: Instructor Led Individual Online Coaching

- a. Fee is US 1,500 \$
- b. Dates will be worked out with consultation of Coach
- c. 8 interactive online sessions of one hour each via zoom
- d. 8 assignments of metrics computation via email and guidance via zoom



SHRM CERTIFICATION

Competency-Based Global HR Certification Drives Organizational Excellence and Accelerates Career Growth

Overview

SHRM Certification is examination based professional qualification. Earning SHRM Certification credential makes you a recognized expert and leader in the HR field and a valuable asset to your organization, keeping you and your organization more competitive in today's economy. This professional distinction sets you apart from your colleagues, proving your high level of knowledge and skills. In addition to describing the HR field, the SHRM BASK is used to define the content areas of SHRM's certification examinations: the **SHRM Certified Professional (SHRM-CP®)** exam for HR professionals in operational roles and the **SHRM Senior Certified Professional (SHRM-SCP®)** exam for senior-level HR professionals in strategic roles.

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. Our certification preparation course is designed primarily for individuals seeking SHRM-CP or SHRM-SCP certification. Certification is a great choice for HR professionals who want to:

Increase their knowledge	Advance their skills	Earn recognition from the global community
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Fee Structure

Spring 2025 Course: 15 Mar - 21 Jun 2025 | 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

US \$ 1600 ▶ SHRM Member/ HR Metrics Alumni	US \$ 1750 ▶ Become a SHRM Member	US \$ 1800 ▶ Non Member	Valid till 28 Feb 2025
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How we Prepare our Professionals?

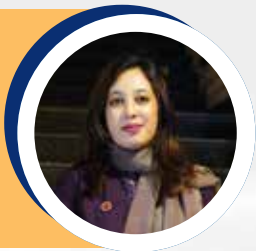
By combining the 2025 SHRM Learning System with structured teaching, classroom discussions and online tools, we keep participants on track to pass the exam.

Preparation Tools Designed for Success

- Personalized Learning
- Ultimate Flexibility
- Exam Readiness
- Tactile Learning Option



THE EDITORIAL TEAM



Sadia Shah

Senior Manager Performance

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 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 got herself certified as ISO 30414 Lead Consultant/Assessor/ Practitioner in 2023.



Iqra Usman

DEI Specialist

Iqra holds an MBA from Quaid-e-Azam University, Islamabad, and began her career as a Culture & Engagement Executive in the OD team at Khushhali Microfinance Bank. Currently, she serves as a DEI Specialist at HR Metrics, managing the end-to-end process of the GDEIB Awards 2025. She has also earned a DEI certification, showcasing her commitment to fostering inclusive workplaces.



Eman Nazir

DEI Program Manager

Eman Nazir holds a Bachelor's degree in Leadership and Management Studies from National Defence University, Islamabad. She is currently serving as the DEI Program Manager at HR Metrics, where she oversees the Diversity, Equity, and Inclusion (DEI) portfolio. In her role, Eman is responsible for managing DEI certification programs, engaging with organizations to promote inclusive workplace practices, and developing strategic initiatives that support DEI efforts globally. Her work focuses on fostering meaningful partnerships, driving awareness, and empowering organizations to adopt DEI best practices effectively.



Sana Zahoor

Creatives Specialist

Sana is a creative 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 four editions of HR Magazine "**Workforce Tomorrow**" and two editions of "**Women Leaders for Board Directory**".

About

Zahid Mubarik

SHRM-SCP, GPHR, SPHRi

CEO HR Metrics
President SHRM Forum Pakistan
SHRM Partner Pakistan
Founding Member ISO Geneva Technical Committee 260 for HR Standards
Former Member Pakistan Stock Exchange ESG Task Force

Zahid Mubarik is an internationally acclaimed visionary thinker, writer, speaker, thought leader and influencer on human capital analytics, diversity and inclusion. He is the SHRM Partner Pakistan and founding member of ISO Geneva Technical Committee 260 for developing HR global Standards. He actively took part in ISO in-person meetings for developing global HR Standards, organized by American National Standards Institute (Washington DC), British Standards Institute (London), Standards Australia (Melbourne), The Royal Netherlands Standardization Institute (Rotterdam), Association Française de Normalization (Paris), Singapore Standards Council (Singapore), The National Standardization Agency of Indonesia (Bali) and UNI-Ente Nazionale Italiano di Unificazione (Milan), Canada Standards (Montreal) and Japan Standards (Tokyo).



Zahid served as Global Chair of ISO Working Group on HR Metrics Standards. During his leadership, ISO published two global HR standards including ISO30410: Impact of Hire and ISO30411: Quality of Hire. He also served as member of Working Group developing ISO30414: Guidelines for Internal and External Human Capital Reporting. He facilitated certification of 950+ consultants and practitioners worldwide on ISO 30414 with a heavy concentration in Tokyo Japan. He collaborated with HC Produce Inc Tokyo in certification of 2 companies in Japan on ISO 30414. Zahid has the honour of being a distinguished speaker in international conferences and seminars on human capital analytics at Las Vegas, Beijing, Moscow, Baku, Hanoi, Dubai and Abu Dhabi. His analytical papers and expert talks have been featured by national and international media including CNBC, DAWN, Business Recorder, Business Plus TV, Gulf Economist and Microfinance Gateway World Bank Washington.



About HR Metrics



HR Metrics is a leading provider of consulting and innovative advisory solutions in the areas of sustainable people analytics, professional competencies and inclusion strategies, dedicated to transforming how organizations manage their workforce. Through advanced HR standards and analysis tools, HR Metrics enables businesses to make informed decisions by optimizing workforce productivity, impact and ROI.

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.