

2022

PROGRESS REPORT

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Dear colleagues

Our Champions of Change Group in Pakistan was established in 2018 because women's representation in leadership was low, the pace of change was too slow and gender equality was not on the leadership agenda. Since then, our focus has been on advancing more and diverse women into leadership and building respectful and inclusive workplaces where all people can thrive.

Over the past 5 years, we have evolved from a small group of founding Members to a cross-sector collaboration accelerating progress on gender equality. We now have 25 Members, one of the largest Groups in the global Champions of Change Coalition. Accountability, transparency and standing behind our numbers have always been core principles of our work together.

The MCC Pakistan 2022 Progress Report presents the aggregated actions and impact of our leaders over the past year. It is believed to be one of the largest voluntary public disclosures on gender equality in the workplace in Pakistan.

Our approach is to listen to and learn from a wide range of voices to inform the actions we take. We share our written resources for others to adopt and adapt, to accelerate the pace of change.

In the past year, we continued work on enabling flexible work and return to workplace, gender-balanced recruitment and creating a gender-balanced public image. These focus areas were extended mid-year, with Members' efforts also applied to preventing and addressing sexual harassment, understanding and closing gender pay equity gaps, and conducting Listen and Learn activities around everyday respect and Everyday Champions of Change.

The Progress Report demonstrates our year-on-year progress on gender balance in leadership teams and across all key indicators of leadership pipeline and representation. It also details our significant progress in implementing our commitments to action across every measure in our workplan.

We look forward to consistent and sustainable progress, in advancing more and diverse women; creating cultures of care, respect and belonging for all; removing structural inequalities; and designing systems and workplaces for a truly gender-equal future. Our ambition is to achieve inclusive gender equality across our workplaces within a generation.

We extend our sincere thanks to all those who advise on, support and contribute to our work.

About the **Champions of Change Coalition**

The Champions of Change Coalition is a globally recognised, innovative strategy for achieving gender equality, advancing more and diverse women in leadership, and building respectful and inclusive workplaces.

Through the strategy, leaders form a high-profile coalition to drive and be accountable for change on gender equality issues in their organisations and communities – be they local, national or global.

Members cover every major sector of the economy and include representatives from business, government, community, academic and not-for-profit organisations.

We know that women are significantly under-represented in our workforces and leadership positions, that gender pay gaps still exist across the world, and that workplace systems are not geared to enable all women to develop, thrive and advance.

The strategy engages Members as ‘champions’ not because they are perfect, but because they publicly commit to leading practical, constructive and disruptive actions to accelerate change.

Formally engaging leaders, especially those with the power to drive change, is critical to address these systemic and societal issues.

Our Members recognise that gender inequality is a business, economic, social and human rights issue.

The work of the Coalition focuses on shifting the systems of gender inequality in the workplace. It is backed by a proven methodology for increasing the representation of women in organisations and developing the conditions and cultures that enable them to thrive.

Many of the actions developed and implemented as part of the strategy are now globally accepted standards for organisations wishing to become employers of choice for all.

The strategy demonstrates the power of more than 230 organisations with national and international reach acting together to shift the entrenched workplace systems that have served as barriers to women’s advancement.

Our experience together over more than a decade also shows that making work more accessible and inclusive for all women is delivering wider benefits for employees, teams, organisations and communities.

Origins of the Champions of Change

The Champions of Change Coalition strategy was established in 2010 by then Australian Sex Discrimination Commissioner, Elizabeth Broderick AO, in response to the lack of women in leadership in Australia and a glacial pace of change on gender equality.

The Founding Group began with eight Australian business leaders and has since grown to a group of 24 CEOs, non-executive directors and leaders from, government, academia and the military. New Groups have also formed across different organisations, sectors, professions and geographies. The Coalition now encompasses 17 Groups, amounting to more than 260 leaders covering every major sector of the economy.

The strategy has gained international recognition as a high-impact model for engaging men of power and influence to drive progress on gender equality. The UN Secretary General’s High-Level Panel on Women’s Economic Empowerment has highlighted the strategy as an opportunity for global scale-up.

When you consider progress over the past decade, we know that it is possible to accelerate gender equality. The advancements have come about because civil society, human rights advocates, government, unions, academics and business have come together to create change, to disrupt the status quo. We are connected to so many great partners in this mission - organisations and individuals we step up beside and who inform our work.

Elizabeth Broderick AO
Founder, Champions of Change Coalition

The Champions of Change Coalition

260⁺



CEO or board-level leaders across the world

230⁺



Organisations covering every major sector of the economy

155



Organisations operating in 155 countries

55



Women who are Members and Convenors

1.4M



Representing more than 1.4 million employees globally

245 / 64



Supported by 245 women and 64 men Implementation Leaders

*References to 'women' and 'men' on this page do not account for gender identities beyond binary.

KEY PARTNERS



Coalition Partners

- | | |
|---|--|
| Australian Institute of Company Directors | Our Watch |
| Australian Human Rights Commission | 30% Club Australia |
| Australians Investing in Women | UN Global Compact |
| Business Council of Australia | UN Women |
| Challenge DV | WESNET |
| Chief Executive Women | Workplace Gender Equality Agency |
| Diversity Council of Australia | Women's Leadership Institute Australia |
| Fullstop Foundation | |
| No to Violence | |
| Office for Women (Australia) | |

Group Partners

- AFAC
- Association of Consulting Architects Australia
- Consult Australia
- Makati Business Club
- Microsoft Australia
- Philippine Business Coalition for Women
- Empowerment Parlour
- Philippine Women's Economic Network
- Property Council of Australia

Group establishment timeline



The Champions of Change Strategy

Our approach is based on a set of guiding principles that all Members support.

We listen, learn and lead through action, with a focus on five interconnected themes, which form our Action Pillars. We use measurable objectives, target specific outcomes and continuously monitor and assess the effectiveness of our work.

What we do



Guiding principles

Our Coalition operates with four guiding principles

- Step up beside women – men take responsibility with women to accelerate improvement
- Prioritise achieving progress on women's representation – set targets that crystallise intent
- Stand behind our numbers, sharing lessons learned – measure and publish results
- Shift the system, not 'fix women' – avoid solutions that put the onus on women to adapt

Action pillars

Our action is aligned to five interconnected themes

- Stepping up as leaders
- Creating accountability
- Disrupting the status quo
- Dismantling barriers for carers
- Gender equality in society

How we do it



Approach

Our approach is to 'Listen, Learn and Lead through Action'.

- Understanding the facts, relevant research, existing frameworks and what has and hasn't worked
- Engaging with women peers, gender experts and our own employees to gain different perspectives on the issues, new ideas and potential solutions
- Leading through action, most importantly within our own organisations
- Tracking the impact of our actions, and sharing successes, failures and learnings
- Advocating for change more broadly in the community

We approach our work both collectively and as individuals

- As Members, we meet regularly in small action-orientated groups where, centred around a collective work plan, we learn from and challenge our peers
- As a Coalition, we work collectively to publicly share what we learn and our progress
- As individuals, we implement change within our organisations and publicly advocate for gender equality

Our impact



Intended outcomes

- Gender balance in leadership, recruitment, graduates and promotions
- Pay equity between men and women
- Flexible and inclusive employment experiences
- Leadership, advocacy and impact on gender equality issues

Measurable objectives

Our impact is measured by annual progress towards key indicators

- Gender balance in women's representation in leadership*
- Gender balance in women's representation overall*
- Gender balance in recruitment and promotions*
- Closure of the gender pay gap
- Reported levels of employees' access to the flexibility they need
- Employee engagement measures for women and men that reflect an inclusive employment experience
- Fewer people leaving employment during or at the end of parental leave
- Visible leadership by Coalition Members

*Gender balance means between 40% and 60% women's representation. The term 'women' includes all cisgender, transgender, non-binary and intersex people who identify as women.

Pakistan Group

The Pakistan Group was founded in October 2018 and now has 25 Members who oversee some 78,000 employees across Pakistan. Members come from a variety of industries, including hospitality, telecommunications, information technology, textiles, financial advising, micro-finance, logistics and media.

Members work within and across their organisations to focus and lead on gender equality, diversity and women's empowerment, not only within their organisation but in society as a whole. The Group aims to create a collective impact on the social and cultural barriers inhibiting the empowerment of women.

In 2021–2022, the Pakistan Group continued its work on flexible work and return to workplace, gender-balanced recruitment and creating a gender-balanced public image. In addition to these action areas, Members began work on sexual harassment, gender pay equity, everyday respect and Everyday Champions of Change.

The Group experienced significant growth in the past year, welcoming the following new Members: Murtaza Ahmed, Managing Director, Artistic Milliners; Humayun Akram, Country Director, IDP Pakistan; Zeeshan Baig, General Manager, Syngenta Pakistan; Aamir Chottani, CEO, Chottani Industries; Kashif Gaya, CEO, Euronet Pakistan; Ali Gulfaraz, CEO and Managing Director, The Bank of Khyber; Taimoor Mukaty, CEO, Liberty Mills; Qawi Naseer, CEO, L'Oréal Pakistan; Amir Paracha, CEO, Unilever Pakistan; Ehsan Saya, Managing Director, Daraz Pakistan; Hassan Tabba, CEO, Yunus Textile Mills; Sikandar Tiwana, CEO, Shan Foods; Sami Wahid, Managing Director, Mondelēz Pakista; and Roman Yazbeck, CEO, Phillip Morris International. Harris Jamali joined MCC Pakistan in his role of CEO, TCS Private Limited and remained a Member as he transitioned into a new role as CEO of TPL Trakker Ltd. His successor at TCS Private Limited, Moin Ahmed Malik, joined the Group in December 2022. In the same month, Yasir Ashfaq, CEO, Pakistan Microfinance Investment Company, returned to the Group.

Outcomes for 2021–22

11.4%



Women's representation achieved overall across the Group from 9.9% in 2021

28.7%



Women's recruitment achieved overall across the Group from 34.1% in 2021

18.1%



Women's promotions achieved overall across the Group from 13.1% in 2021

47.8%



Members achieved or moved closer to gender balance across 47.8% of leadership categories in 2022

Champions of Change



Murtaza Ahmed
Managing Director
Artistic Milliners



Humayun Bin Akram
Country Director
IDP Pakistan



Yasir Ashfaq,
CEO
Pakistan Microfinance
Investment Company



Zeeshan Baig
General Manager
Syngenta Pakistan



Aziz Boolani
CEO
Serena Hotels, South
and Central Asia



Aamir Chottani
CEO
Chottani Industries



Navid Fazil
CEO
Interloop Limited



Kashif Gaya
CEO
Euronet Pakistan



Ali Gulfaraz
CEO & Managing
Director
The Bank of Khyber



Aamir Ibrahim
CEO
Jazz



Harris Jamali
CEO
TPL Trakker Ltd



Irfan Wahab Khan
CEO
Telenor Pakistan



Moin Ahmed Malik
CEO
TCS Private Limited



Taimoor Mukaty
CEO
Liberty Mills Limited



Qawi Naseer
CEO
L'Oréal Pakistan



Amir Paracha
CEO
Unilever Pakistan
Limited



Duraid Qureshi
CEO and Co-
Founder
Hum Network
Limited



Ehsan Saya
Managing Director
Daraz Pakistan



Asim Siddiqui
Country Managing
Partner
EY Ford Rhodes



Furqan Ahmed Syed
CEO
Pakistan Business Unit
PepsiCo Pakistan



Hassan Tabba
CEO
Yunus Textile Mills
Limited



Sikandar Tiwana
CEO
Shan Foods



Muhammad Uns
CEO
Swyft Logistics




Sami Wahid
Managing Director
Mondelēz Pakistan



Roman Yazbeck
Managing Director
Philip Morris
Pakistan



Convenor
Fiza Farhan
CEO
ORA Global
Development Advisors



Actions and impact 2022

Stepping up as leaders



- **Artistic Milliners** launched a Diversity and Inclusion strategy that, which aims to help the most marginalised groups in Pakistani society, including women, transgender people, differently abled people and acid burn victims.
- **Daraz** was awarded the Gender Diversity Award 2022 by the Pakistan Business Council and the International Finance Corporation.
- **Jazz** launched its diversity, equity and inclusion (DE&I) statement and DE&I strategy, which aims to improve the lives and livelihood of women in Pakistan through technology, and by employing the strategic pillars of People, Business and Community. The Power to Be You strategy, represents a focus on fostering a sense of belonging and empowerment in the workplace; creating inclusive products and content; working with partners who help Jazz build an inclusive digital society; and being mindful of the diverse community Jazz serves.
- **Jazz** was selected as the UN Women 2022 Asia-Pacific WEPs Awards Winner in the Gender-inclusive Workplace category. This is the first ever time Pakistan has won at the regional level (Asia-Pacific) for this award.
- **PepsiCo Pakistan** launched an internal Champions of Change network called PepsiCo Males, focused on creating allyship for gender equality.

Creating accountability



- **Artistic Milliners** has 50% women's representation in top management roles, and was used as a case study by the IFC, World Bank Group. The current women's representation in the company's garment division is 33%, with a goal of achieving 40% women's representation by the end of 2023.
- **Jazz** has 30% women's representation at the leadership level and has reached 35% women's representation in recruitment. Jazz aims to ensure gender balance at all steps of recruitment. It has also set a target of 50% reduction in women's turnover in the organisation.

Dismantling barriers for carers



- Daycare and other facilities were introduced at the **Bank of Khyber**, **EY Ford Rhodes** (Karachi), **PepsiCo Pakistan**, **Shan Foods** for women staff.
- Mothers, women caregivers and others at **Daraz** are enabled to work flexibly, with initiatives such as "Virtual Fridays". More than 90% of the Daraz workforce benefits from this open approach to flexible work.
- **Jazz** introduced its industry-first Phase-Back program for new mothers. MOMentum provides six months of phase-back support to all returning mothers, who can work completely from home with reduced workload and work time during the first three months of return. In the next three months they can decide their work pattern and workload so that they can ease back into the work without feeling pressured. MOMentum also offers new mother support groups, counseling for post-partum depression, and line manager training to support the return of new mothers to the workplace.
- To increase back-to-work opportunities for women who have taken a career break of 1.5 years or more, **Jazz** launched the six-month She's Back women's returnship program. All participants who completed the program and 75% of the returners were placed in a new position within Jazz. Remaining participants have grown the network within the organisation, which will help them in applying for the future roles.
- **L'Oréal** introduced paternity leave for six weeks and maternity leave for 16 weeks for new parents.
- **Mondelēz** revised the paternity leave entitlement for new fathers to two weeks. This has resulted in greater employee morale and satisfaction, recorded via pulse surveys.
- **Phillip Morris Pakistan** implemented enhanced gender neutral paid parental leave for employees offering 18 weeks leave for primary carers and 8 weeks leave for secondary carers.

Gender equality in society



- 30% of buyers on the **Daraz** platform are women, and the organisation's efforts to improve the representation of women sellers has increased this from 5% to 20% women, to more closely reflect this target segment.
- **HUM Network** began the annual Hum Women Leaders Award in 2020 to recognise the contributions and achievements of women from Pakistan and around the world who are the change makers in their respective fields. Eleven women are awarded for different categories every year.
- **Interloop** is a strong proponent of female education. To uphold their commitment, 30 undergraduate scholarships were awarded to students of Government College University for Women in Faisalabad, continuing an annual program that commenced in 2015.
- **Jazz** is actively working towards bridging the digital the gender gap by introducing women's economic empowerment initiatives. It is digitally enabling youth, especially women, by providing women entrepreneurs access to today's digital ecosystem through initiatives such as:
 - Jazz-TCF ED-Tech Initiative: and all-female faculty
 - Jazz-UNDP SDG Bootcamps: 20 bootcamps spread across five regions with 800 entrepreneurs and gender-balanced participation
 - Jazz-NIC Startup Incubation: supporting 112 women-led startups.
 - Jazz Smart Schools: a community outreach program working towards training and digital upskilling of women, including 75 all girl high schools, 1,046 women teachers and principals, and 38,453 women and girl students in total.
- **Jazz** launched Super for Change, with Jazz Super 4G. Using a mix of conventional mediums, the campaign highlights how digital enablement can transform the plight of marginalised communities. The campaign was supported by leadership messages and internal dialogues as well as learning nudges throughout the organization.
- **Jazz** is a Connected Women Commitment Partner of GSMA, and created products like Jazz Digit 4G to increase access to affordable smartphones and mobile internet, a key challenge for many women. Jazz has committed to increasing the proportion of women in its mobile internet customer base by 8% by the end of 2023, with a dedicated focus on women's smartphone ownership. JazzCash has already met its GSMA Connected Women target two years ahead of time with 50% women subscribed to JazzCash wallets.
- **Jazz**, in partnership with Lahore University of Management Sciences, hosted the Young Leaders Entrepreneurs Summit. This brought approximately 1,200 delegates (40% women) from colleges, universities and high schools from across the country together to facilitate innovative, solution-oriented thinking among the future leaders.
- **L'Oréal** launched Women of Worth, a campaign celebrating women, in partnership with Soul Sisters Pakistan and local influencers. Born out of the iconic L'Oréal Paris tagline, 'Because You're Worth It', the new campaign honours the intrinsic worth of everyday women who are inspiring others and creating positive change in their communities. The campaign brought women with inspirational stories together to share their experiences and support to other women. The #WorthIt campaign generated positive sentiments, creating up to 11,000 conversations and up to 450,000 engagements.
- Stand Up Against Street Harassment is an ambitious program that L'Oréal Paris launched internationally. The aim is to train 1 million people with The Right To Be's 5D methodology, focusing on self-defense techniques and other important tactics to deal with sexual harassment on the streets. To date, more than 180,000 people have been trained with Stand Up.
- **L'Oréal Pakistan** launched Stand Up in Pakistan in November 2021 in collaboration with local NGO Bedari to train men and women in Pakistan to stand up against street harassment. They will be setting a record for the highest number of training participants through this partnership, aiming to train 60,000 people this year.



Actions and impact 2022

Gender equality in society (cont.)



- **PepsiCo Pakistan** launched the largest virtual internship program, Roshan Kal, with 1,000 graduates and a 50% gender split. A Rural Wonder Woman Program was launched where women from villages are trained as agents to set up home-based businesses selling PepsiCo and other products. This helps them generate income and better regulate family expenses. So far, 155 women have been onboarded. PepsiCo Pakistan's ambition is to reach 500 villages by the end of 2022.
- **Shan Foods** content on digital and traditional media advocate for gender equality and women's empowerment. They celebrate every woman's unique potential in and out of the domestic setting. This is evident in campaigns such as [#morethanjustacook](#) and [#oathforher](#) as well as the digital campaign [Shan Stories of Strength](#).
- **Telenor Pakistan** entered into public and private partnerships with organisations such as the World Bank and GSMA. It collaborated with GSMA on a Connect Women initiative to increase women's representation in the workforce and to connect women around the world. Telenor Pakistan has provided 1,100 women with industry knowledge and relevant skills as part of the World Bank's Girls Learn Women Earn (GLWE) program. Its purpose is to impart creative problem-solving and digital skills to empower women entrepreneurs. In addition, a flagship program promoting responsible internet usage across all provinces and regions of Pakistan was initiated by Telenor Pakistan. It has so far trained 500,000 girls on safe and responsible usage of the internet.
- **Telenor Pakistan** began two initiatives to bridge the digital gender gap. Digital Birth is a flagship initiative designed to extend the fundamental right of identity to the children of Pakistan, with the majority of its participants being girls. The other flagship initiative is Taleemabad, an e-learning platform aimed at reducing the literacy gap in Pakistan through digitalisation. Taleemabad has empowered and educated 768,000 young women students since its inception.

Disrupting the status quo



- Under the Women at Milliners umbrella, **Artistic Milliners** led projects such as BSR HERhealth, Adult Literacy program, Micro-finance Literacy and Gap Inc., and the P.A.C.E. Program personal advancement and career enhancement for women at the company.
- **Artistic Milliners** has worked with UNDP on a youth employability program. Through this venture, women who have never worked before were taught employability skills by UNDP staff in Artistic Milliners' factories. Women were subsequently hired by the company as full-time employees.
- **The Bank of Khyber** established targets for women's recruitment, relaxed age requirements for women job candidates, introduced an anti-harassment policy and conducted associated training. These actions resulted better women's representation at the bank, a 100% women management trainee intake, more women branch and operations managers being hired, a woman being hired as a senior area manager for Lahore, and a woman becoming a board member.
- **Chottani Industries** conducted "Listen and Learn" sessions with all women employees on Everyday Respect and Everyday Champions of Change, informing further action in relation to respectful workplace behaviours, medical check-ups and mental health, among others.
- **Chottani Industries** introduced transport services for women employees, utilised by 100% of those eligible.
- **Chottani Industries** introduced a "see it, say it, stop it" approach to counter sexism and harassment, which has resulted in more respectful behaviours, and feelings of increased safety among women employees.
- To provide a safe and reliable commute for women, **Daraz** partnered with SWVL and Careem to offer subsidised transportation, which is being used by 226 employees across various locations in Pakistan.
- **Daraz** introduced two annual menstrual leave days for women, along with 2 working from home days each month, in addition to the general sick, casual and annual leave. All Daraz locations with women employees are also now equipped with dispensers of free period products.
- **Daraz** undertook works to upgrade 27 local hubs with women's washrooms, prayer rooms, separate entrances for women and women guards. This infrastructure upgrade means women are now welcome, with 17 women joining the Islamabad hub within the first three months after upgrade.
- Applying a gender equality lens to all hiring, promotions and policies across the employee life cycle, **EY Ford Rhodes** achieved an increase in women's representation across the organisation in the past year, from 18.1% to 20.7%.
- **HUM Network** introduced transportation for women employees (specifically for areas located outside Islamabad), observing an increase in use from 68% to 76% in the past year. Conveyance allowance is also offered to women employees not using the company-provided service. As a result, women feel safer and more secure while commuting to work, as compared to their experience on public transport.
- **Interloop** set gender-specific targets for its business, and implemented a gender-based recruitment strategy, identifying positions that must be filled by women. Interloop also established a policy of shortlisting at least one woman candidate for final interview in all roles. As a result, overall women's representation increased from 7.9% to 10.7% in the past year and women's representation among promotions increased from 13% to 16%.
- **Interloop** established management representation at all Plant locations to be the direct point of contact for raising sexual harassment issues, resulting in an increased level of confidence in reporting.
- **Jazz** introduced mandatory requirements for women to be included in the recruitment process for all roles. It also expanded its channels for women recruitment including referrals, headhunting and LinkedIn recruitment. Women's representation among new hires has increased from 9% to 14% in the past year. It is also mandatory that the shortlisted pool contain 50% women. This has resulted in a 12% increase in women's representation in new hires, reaching 37% in the past year.
- Talent development at **Jazz**, from early career development to fostering leadership potential, has improved the talent pool for internal hiring, which resulted in a 14.3% reduction in women's turnover in five months.
- **L'Oréal** introduced mandatory representation of women in applications and final selection pools, a roadmap to removing bias from the recruitment process through standardisation, and having an open dialogue on the challenges faced by women and how to resolve them. The company also introduced policies for flexibility via their Best of Both Worlds program, including flexible working hours and three days on site and two days offsite. The Disconnect to Connect initiative was also launched, which provides all employees one day off per quarter. It also encourages employees to keep from sending work-related emails outside of business hours, to ensure work-life balance. Women's representation improved from 34.5% to 65.5% in the past year.
- **PepsiCo Pakistan** introduced a 50/50 gender split requirement in applicant shortlisting and interviews for all management positions, proactively mapping diverse talent to critical roles for potential future hiring. This has resulted in a 46% women's representation in its leadership team and 30% women's representation in senior management roles.



Actions and impact 2022

Disrupting the status quo (cont.)



- **Philip Morris Pakistan** launched 'Make Your Comeback' for women who have taken a break and wish to transition back into their careers.
- **Philip Morris Pakistan** introduced Smart Work, where office based employees have the opportunity to either work remotely or on a hybrid basis, and Power Hours, where employees can attend to their personal commitments during working hours to help with their work/ life integration. These improved employee wellbeing scores by 9 percentage points.
- **Shan Foods** introduced Pink Leave for women to take breaks during their menstruation period. Annual awareness sessions on topics such as breast cancer, and health and wellbeing are also conducted.
- **Swyft Logistics** made a conscious decision to champion gender diversity by launching its flagship initiative, Monthlies, a menstrual leave policy that allows women to take a day off every month over and above their casual, sick and annual leaves. Swyft also collaborated with Santex to provide women staff with free period products in the office.
- **TCS** introduced flexible work policies for customer service staff. A Pick and Drop transport service was introduced for Head Office employees. As a result, the average quarterly retention rate in the first quarter of 2022 was 96.3%, which is 50% more than previous quarters.
- **Telenor** introduced a hybrid working model for all employees, with 100% of non-field-based employees (60% of total employees) now using this option. Around 77% of employees have reported being more satisfied and motivated at work, and 78% have witnessed increased productivity, as the decrease in commute time makes it easier to balance work deliverables and household responsibilities.
- **Telenor** launched its flagship initiative Naya Aghaaz in 2014, a 9-month program to hire women restarting their careers. Over the years, 116 women have participated and around 40% have continued employment at Telenor. In 2022, the Program's 7th cohort included 11 women hired as associates with 3 achieving ongoing opportunities within the company.
- **Telenor** continued their Open Mind Trainee program for people with disabilities. To date, this Program has hired 136 trainees, 20% of whom are women.
- **Unilever's** shift to hybrid working has given employees a better work-life balance, improving from 79% to 83% in the past year.
- **Unilever Pakistan** conducted various training sessions on interrupting bias, respectful behaviours and self-awareness to address priority locations and work environments. This training was accompanied by internal and social media campaigns and internal podcasts.
- **Unilever Pakistan** organised, a Kids at Work activity at factory locations. This connected girl children in particular to female leaders and male champions who also shared and spoke to the young girls about their career ambitions. Over 100 girls were part of this activity.
- **Yunus Textile Mills Limited** opened an email and WhatsApp-based service, "Talk to HCM", for employees to raise issues of disrespectful behaviours, including sexual harassment, noting more employees choosing to raise issues via this convenient and safe method.
- **Yunus Textile Mills Limited** revised its transportation services and associated policies to make these more flexible for women, and introduced flexible working hours and alternate Saturdays off. These initiatives achieved an 87.6% increase in the recruitment of women between 2021 and 2022, and a 5.5% increase in the recruitment of women in management over the same period.



Pakistan's leaders coming together and committing to collective action towards creating diverse and inclusive workplaces, gives us all hope for a more progressive and equitable future for our women and girls. Working within the Champions of Change Coalition enables Pakistan's Members to accelerate gender equality within their organisations and beyond.

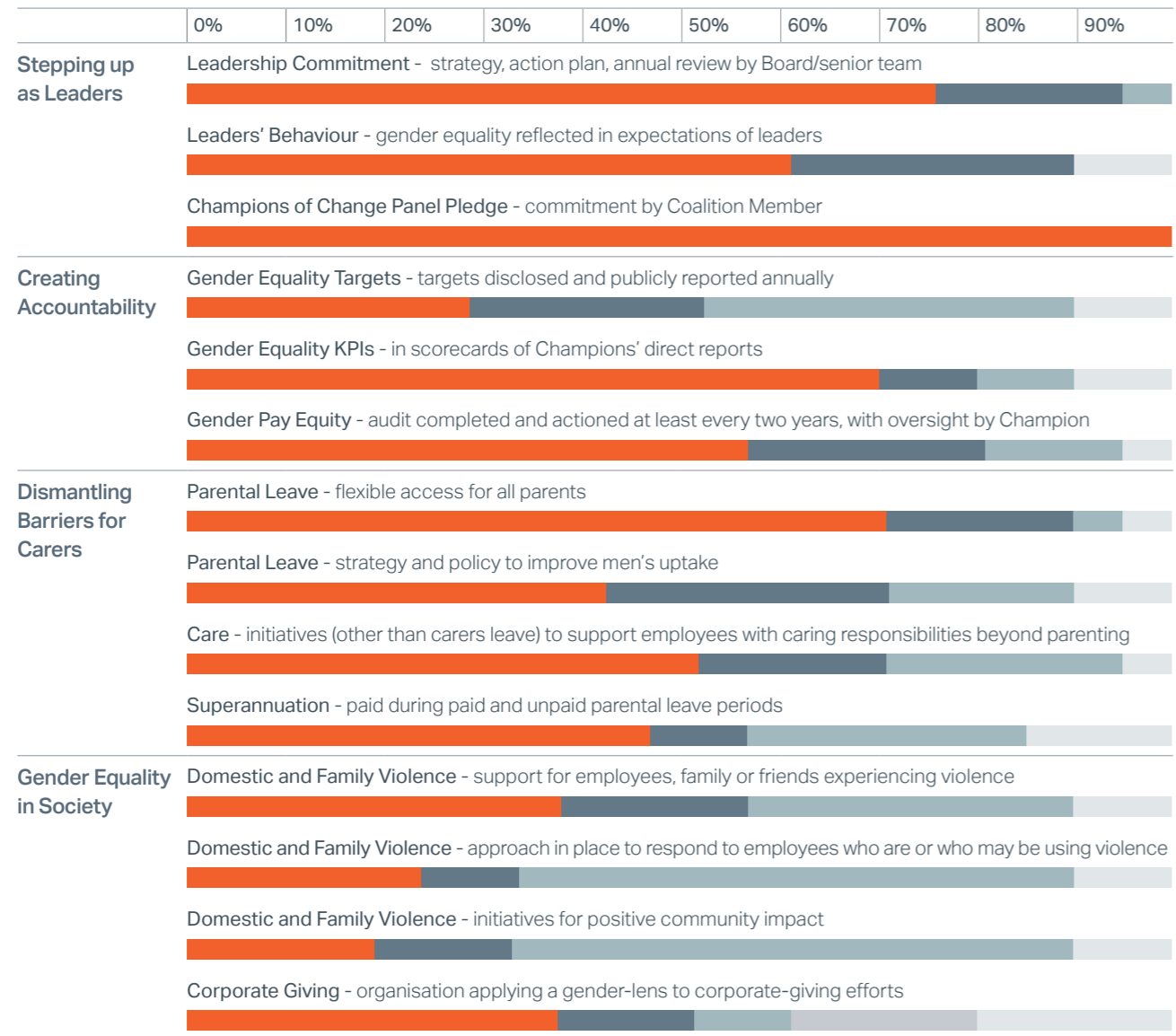
Fiza Farhan

Convenor, Champions of Change Coalition and CEO, ORA Global Development Advisors



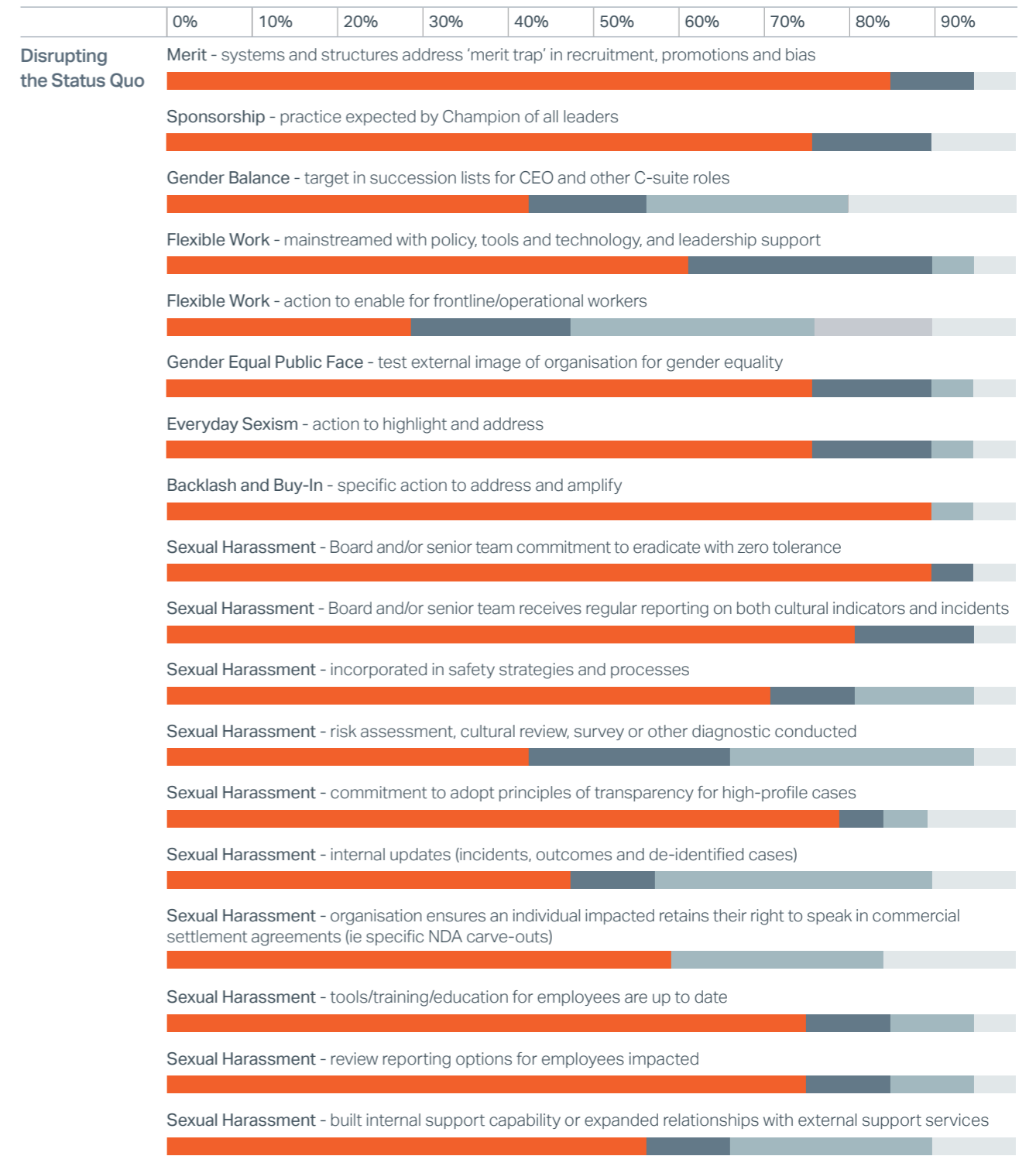
Practical actions

Table 1: Practical actions



◆ Complete or currently underway ◆ In plan to commence or complete by 2023 ◆ Under consideration ◆ Not applicable ◆ Not reported in 2022

Table 1: Practical actions (continued)



◆ Complete or currently underway ◆ In plan to commence or complete by 2023 ◆ Under consideration ◆ Not applicable ◆ Not reported in 2022

Impact details 2022

Gender balance in leadership, recruitment, graduates, promotions and exits

Table 2: Gender balance in leadership

Pakistan Group Organisations	Women's Representation (%)								
	Overall Employees	Key Management Personnel	Head of Business	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Partners (prof services only)
Artistic Milliners	27.8	11.1	-	0.0	6.7	4.5	28.2	-	-
Chottani Industries	3.8	-	-	6.3	0.0	21.1	3.5	-	21.1
Daraz Pakistan	16.8	33.3	12.5	-	17.0	19.3	7.1	-	-
Euronet Pakistan	11.4	0.0	-	-	18.8	11.1	11.2	-	-
EY Ford Rhodes	20.7	0.0	-	0.0	10.0	13.1	23.3	-	-
Hum Network Limited	13.9	22.2	-	16.7	0.0	10.9	14.8	37.5	-
Interloop Limited	10.4	25.0	-	6.6	12.1	8.5	10.5	14.3	-
Jazz*	16.5	30.0	0.0	12.1	4.1	8.5	18.6	-	-
L'Oréal Pakistan	36.1	-	-	25.0	41.7	37.1	25.0	-	-
Mondelēz Pakistan	8.6	50.0	-	-	19.2	19.3	5.2	-	-
PepsiCo Pakistan	18.0	46.2	-	29.2	29.4	13.4	18.7	-	-
Philip Morris Pakistan	18.8	18.8	-	-	7.5	29.6	17.4	14.3	-
Serena Hotels	13.0	0.0	-	25.0	5.3	9.0	13.4	-	-
Shan Foods	9.8	-	-	28.6	2.9	12.9	8.1	33.3	-
Swyft Logistics	15.0	33.3	20.0	-	16.7	8.3	15.6	-	-
Syngenta Pakistan	5.6	20.0	20.0	-	2.4	3.1	13.3	33.3	-
TCS Private Limited *	5.3	0.0	2.2	-	7.3	7.1	5.1	50.0	-
Telenor Pakistan	19.4	14.3	-	18.5	19.4	12.7	22.1	-	-
The Bank of Khyber	9.8	1.4	4.0	15.0	-	6.9	11.2	16.7	-
Unilever Pakistan	4.7	25.0	-	16.7	34.8	22.8	2.1	20.0	-
Yunus Textile Mills Limited	8.5	0.0	-	4.5	1.8	4.4	12.0	-	-
Pakistan Group Totals	15.0	12.2	6.3	12.0	14.2	12.2	15.3	26.0	21.1
Pakistan Group Totals (adjusted)	11.4	15.8	-	14.4	16.3	11.1	11.4	14.3	-

Notes:

EY Ford Rhodes – 2021 baseline data has been updated to enable year-on-year comparison.
Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

- ◆ Gender balance achieved (40%–60% women's representation)
- ◆ Moving closer to gender balance since 2021
- ◆ Increase in under-representation of women since 2021
- ◇ Not applicable
- ◇ Unchanged since 2021
- ◇ Not reported in 2021
- ◆ Role/s at CEO level held by one or more women
- ◆ Category contains only one role (0% or 100% women).

Table 3: Gender balance in recruitment, retention, promotions and exits

Pakistan Group Organisations	Recruitment and Retention				Promotions	
	Women graduates (%)	Women apprentices (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Artistic Milliners	32.7	-	42.4	35.7	34.3	27.8
Chottani Industries	27.3	-	0.0	18.2	9.1	3.8
Daraz	50.0	-	25.7	19.8	12.7	18.2
Euronet Pakistan	31.8	50.0	20.5	21.1	100	11.4
EY Ford Rhodes	28.8	-	20.6	19.7	19.5	20.7
Hum Network Limited	31.3	-	7.7	23.7	8.3	13.9
Interloop Limited	43.0	-	16.5	10.8	16.5	10.7
Jazz	77.8	-	35.3	23.6	10.9	16.5
L'Oréal Pakistan	100	-	25.0	27.3	52.4	36.1
Mondelēz Pakistan	50.0	-	21.9	26.1	50.0	8.6
PepsiCo Pakistan	-	-	31.6	21.7	13.8	18.0
Philip Morris Pakistan	36.4	-	-	-	-	18.8
Serena Hotels	21.2	30.8	27.9	23.2	37.5	13.0
Shan Foods	14.5	27.3	12.5	12.3	8.2	9.8
Swyft Logistics	50.0	50.0	17.9	16.7	16.7	15.0
Syngenta Pakistan	-	-	9.5	-	-	5.4
TCS Private Limited	-	28.6	15.3	9.1	8.2	5.3
Telenor Pakistan	-	58.0	26.0	30.5	28.6	19.4
The Bank of Khyber	-	-	14.2	5.8	9.3	9.8
Unilever Pakistan	-	-	36.5	31.6	34.7	4.7
Yunus Textile Mills Limited	15.4	0.0	2.0	9.5	7.1	8.5
Pakistan Group Totals	27.9	29.6	26.3	24.8	17.6	15.1
Pakistan Group Totals (adjusted)	21.2	-	28.7	20.2	18.1	11.6

Note:

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

Recruitment

- ◆ Gender balance achieved (40%–60% women in graduate and overall recruitment)
- ◆ Women graduates or hires under 40% or over 60%, and overall gender balance in the organisation is improving
- ◆ Women graduates or hires under 40%, and overall gender balance in the organisation has not improved
- ◇ Not applicable
- ◆ First year reporting

Retention

- ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is not more than number of women recruited
- ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is greater than number of women recruited

Promotions

- ◆ Women promotions equal to or more than women's representation overall
- ◆ Women promotions less than women's representation overall

Gender pay equity

The following organisations in the Pakistan Group publicly disclose their pay equity gaps:

- Telenor Pakistan – [Corporate website](#)
- Unilever Pakistan – [Corporate website](#)

Gender balance in leadership, recruitment, graduates, promotions and exits

Table 4: Access to flexible work and experiencing an inclusive culture

Pakistan Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need</i>			Inclusive Culture <i>Percentage of employees reporting they have an inclusive employment experience</i>		
	Women	Men	All	Women	Men	All
Chottani Industries	1.0	5.0	6.0	100	100	100
Euronet Pakistan	10.0	10.0	-	90.0	-	-
EY Ford Rhodes	-	-	-	83.0	89.0	88.0
Interloop Limited	62.0	74.0	84.0	79.0	81.0	81.0
Jazz#	64.0	82.0	80.0	-	-	89.0
Mondelēz Pakistan	-	-	71.0	-	-	73.0
PepsiCo Pakistan	77.0	86.0	85.0	87.0	93.0	91.0
Shan Foods	-	-	67.0	-	-	33.0
Swyft Logistics	1.0	-	1.0	-	-	-
TCS Private Limited	100	100	100	100	90.0	100
Telenor Pakistan	-	-	70.0	-	-	83.0
Unilever Pakistan	74.0	79.0	78.0	73.0	81.0	79.0
Yunus Textile Mills Limited	83.0	87.0	87.0	90.0	91.0	91.0
Pakistan Group Averages	52.4	65.4	66.3	87.8	89.3	82.5
Pakistan Group Averages (adjusted)	-	-	70.0	-	-	85.5

◆ Improved since 2021

◇ Data not available

◇# Data for 'All' for Flexible Work includes non-binary gender

Table 5: Sexual harassment – respect and safety at work

Pakistan Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications		
	Women	Men	All	Women	Men	All
Artistic Milliners	100	100	100	100	100	100
Chottani Industries	100	100	100	100	100	100
Euronet Pakistan	97.0	-	-	96.0	-	-
Jazz	-	-	96.0	-	-	83.0
Mondelēz Pakistan	-	-	100	-	-	100
Shan Foods	-	-	67.0	-	-	67.0
TCS Private Limited	100	100	100	100	100	100
Yunus Textile Mills Limited	93.0	94.0	94.0	93.0	95.0	94.0
Pakistan Group Averages	97.5	98.0	92.8	97.8	98.8	92.0

◇ Data not available

Table 6: Exits during or at the end of parental leave

Pakistan Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year		
	Women	Men	All
Artistic Milliners	0.2	0.0	-
Chottani Industries	0.3	2.4	2.7
Euronet Pakistan	0.0	1.0	-
EY Ford Rhodes	0.0	0.0	0.0
Interloop Limited	5.0	-	5.0
Jazz	19.0	0.0	0.0
Mondelēz Pakistan	-	-	0.0
PepsiCo Pakistan	-	100	100
Shan Foods	0.0	-	-
Swyft Logistics	0.0	0.0	0.0
TCS Private Limited	0.0	0.0	0.0
Unilever Pakistan	0.0	0.0	0.0
Yunus Textile Mills Limited	0.0	0.0	0.0
Pakistan Group Averages	2.2	10.3	10.8
Pakistan Group Averages (adjusted)	0.0	0.0	0.0

Note:
Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◇ Data not available



Our thanks

The work of the Champions of Change Coalition is continuously informed and inspired by feedback and ideas from our staff, and the hard work of our Implementation Leaders who support and advise each Champion of Change and Convenor with their expertise and drive for gender equality. Our Implementation Leaders for the Pakistan Group are as follows:

Organisations	Implementation Leaders
Artistic Milliners	Mehak Masood
Chottani Industries	Kinza Ejaz
Daraz Pakistan	Nida Yousuf
Euronet Pakistan	Ghouse Fakhri
EY Ford Rhodes	Abeera Ali
Hum Network Limited	Islam Ahmed Khan
IDP Pakistan	Minahil Jaffery
Interloop Limited	Saira Khan
Jazz	Sabahat Bokhari
L'Oréal Pakistan	Dipeeka Kumari
Liberty Mills Limited	Syed Saad
Mondelēz Pakistan	Afshan Khan
Pakistan Microfinance Investment Company	Afia Khan
PepsiCo Pakistan	Sarah Hassan
Philip Morris Pakistan	Mirela Spagovic
Serena Hotels	Dr Moin Uddin
Shan Foods	Maria Qureshi Rashdi
Swyft Logistics	Sana Mela
Syngenta Pakistan	Humaira Ahmad
TCS Private Limited	Muhammad Shahzaib Ghayas
Telenor Pakistan	Osman Ahmed
The Bank of Khyber	Muhammad Asif
TPL Trakker Ltd	Aletta Fonseca
Unilever, Pakistan Limited	Fatima Arshad
Yunus Textile Mills Limited	Tehmina Ali
Program Director	Troy Roderick
Program Manager	Nadia Sarver

Appendix

Standardised occupational categories for managers (Source: Workplace Gender Equality Agency)

Key management personnel (KMP)

In line with Australian Accounting Standards Board AASB124, KMPs have the authority and responsibility for planning, directing and controlling the activities of an entity, directly or indirectly. This includes any director (executive or otherwise) of that entity.

A defining feature of KMPs is their influence is at the entity level. KMPs are likely to direct the strategic function of their section and are often functional heads, such as head of operations or head of finance. They represent at least one of the major function of an organisation and participate in organisation-wide decisions.

For corporate groups, KMPs will have authority and responsibility across the entire structure.

Head of Business (HOB)

HOB refers to:

- the CEO or equivalent of a subsidiary organisation within a corporate group
- an employee who has strategic control and direction over a substantial part of the business, but whose responsibilities do not extend across an entire corporate group, such as the head of a brand within a group.

Other executives/general managers

Other executives and general managers are responsible for a department or business unit within an entity. In large organisations, they may not take part in organisation-wide decisions with the CEO. Alternatively, they may take part in those decisions to share expertise or develop projects, but not have the entity-level or corporate group authority that would make them a KMP.

Senior managers

Senior managers are responsible for one or more functions, departments or outcomes for an entity. They are more likely to take part in both the strategic and operational sides of management, including resourcing, budget and assets (capital expenditure). Some of their decisions need approval from a higher-level manager.

Other managers

Other managers are responsible for operational functions. They oversee day-to-day work, following and enforcing their entity's defined parameters.

They may be responsible for strategies, policies and plans to meet business needs for their areas of work. They often manage time, financial and other resources, and assets such as facilities or IT infrastructure. They may also coordinate different functions or people. Line managers belong to this category, but supervisors do not.

MALE CHAMPIONS OF CHANGE

PAKISTAN



For more information about the Male Champions of Change Pakistan Group visit:

championsofchangecoalition.org/groups/male-champions-of-change-pakistan/
or contact us at:

contact@championsofchangecoalition.org

About the Champions of Change Coalition

The Champions of Change Coalition includes CEOs, secretaries of government departments, non-executive directors and community leaders who believe gender equality is a major business, economic, societal and human rights issue. Established in 2010 by Elizabeth Broderick AO, our mission is to step up beside women to help achieve gender equality and a significant and sustainable increase in the representation of women in leadership.

championsofchangecoalition.org