

2024

PAKISTAN IMPACT REPORT

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Foreword



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.

We have evolved from a small group of founding Members to a cross-sector collaboration accelerating progress on gender equality. In 2024 we welcomed two women Members and evolved our name from Male Champions of Change Pakistan to Champions of Change Pakistan. We now have 31 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 Champions of Change Pakistan 2024 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 focused our efforts on putting in place robust gender equality targets; interrogating how power operates in our organisations and working to redistribute power to advance gender equality; building greater buy-in for gender equality across our organisations; tackling 'tough spots' in our organisations that are stubbornly gender imbalanced; and identifying leading practice approaches to gender inclusive succession planning.

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

Who we are

The Champions of Change Coalition is a globally recognised leadership strategy to achieve inclusive gender equality in the workplace.

The Champions of Change Coalition (the Coalition) was established in 2010, built on the vision of our Founder, then Sex Discrimination Commissioner, Elizabeth Broderick AO.

The strategy engages leaders with power and influence to step up as a high-profile Coalition, aiming to achieve inclusive gender equality in workplaces by 2030.

Today, the Coalition comprises more than 260 CEO-level leaders with operations across the world. We work with corporate, government, academic and community leaders, peak industry bodies and associations who want to achieve rapid, sector-wide change.

The work of the Coalition is backed by a successful methodology for advancing inclusive gender equality and creating the conditions and cultures that enable all to thrive.

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.

Many of the actions developed and implemented as part of the strategy over 14 years are now globally accepted standards for organisations wishing to become employers of choice.

What we do

Our mission is working together to create cultures of care, respect, safety and belonging, enabling all to prosper.

Our strategy is to innovate, disrupt, and serve as an accelerator for organisations who prioritise the human rights, business, social and economic value of inclusive gender equality.

We do this through a unique approach where CEOs and Board-level leaders are personally engaged in developing and delivering innovative strategies and initiatives to accelerate change.

Being accountable is a cornerstone of our strategy—we stand behind our numbers, and share our insights, lessons, outcomes and resources widely for others to adopt and adapt.

We continue to focus on personal engagement and organisational leadership. At the request of Members, we have extended our approach to working with our supply chain and partners, across the Coalition and at a national and societal level to increase the scale, reach and impact of our work. This includes prioritising inclusive gender equality by design, rather than fixing unequal systems of the past or 'bolting on' solutions when inequalities are identified.

We are applying an intersectional lens across all our work, recognising that our strategy must benefit all women, while ensuring that everything we do is informed by experts in the women's sector.

The Champions of Change Strategy



Vision

Inclusive gender equality across our workplaces by 2030.



Purpose

Working together to achieve inclusive gender equality and cultures of care, respect and belonging, enabling all to prosper.



Strategy

CEO and Board-level leaders innovating to accelerate change.
Being accountable—standing behind our numbers, sharing lessons and outcomes.

1

Building gender-equal and diverse workforces, **capturing the performance advantage**

— Priorities —

2

Creating cultures of care, respect, safety and belonging, **leveraging the talent advantage**

3

Embedding equality and inclusion in what we deliver, **creating an innovation advantage and positive social impact**

Outcomes

- ◆ Gender equal representation in leadership, development, promotions, recruitment and retention (including graduates, trainees and apprentices)
- ◆ Increased representation of diverse women across all levels and functions
- ◆ Gender balance in workforce participation at all life stages

- ◆ Caring, respectful, flexible, inclusive employee experiences across diverse demographics
- ◆ Eradication of all forms of everyday disrespect, discrimination, and sexual harassment in the workplace
- ◆ Sector, national and societal leadership eradicating structural inequalities

- ◆ Inclusive gender equality across key sectors and businesses
- ◆ Reduction in gender-based violence in society
- ◆ Positive improvements in societal attitudes on gender equality and the prevention and response to gender-based violence

Closing the gender pay gap at organisation and sector level

Gender equality, safety, social and economic prosperity for all



Approach

Understand the facts

Listen and learn from others

Lead with Action

Track progress and performance

Partner for new perspectives, scale and impact

Share our work freely and widely to help accelerate change

Group Establishment Timeline



263



CEO or board-level leaders across the world

255



Organisations covering every major sector of the economy

73



Women who are Members and Convenors

313/
3/64



Guided by 313 women, 3 non-binary and 64 men Implementation Leaders

Our Resources



Our Resources





Pakistan Group

The Pakistan Group was established in 2018 and includes 31 Members leading over 81,000 employees across Pakistan. Members work within and across their organisations to advance gender equality, diversity, and empowerment of women in their organisations and in society. The Group works to collectively overcome the social and cultural barriers inhibiting women's empowerment and participation.

Overview of impact in 2024

- ◆ The Group focused on gender equality targets, sharing learnings on current targets and setting ambitious new targets to accelerate progress.
 - ◆ Members explored how power operates in their organisations, using the Coalition's *Power to Create Inclusive Gender Equality in the Workplace* report and toolkit. Through self-reflection and Listen and Learn sessions, the Group identified opportunities to address power dynamics that undermine gender equality goals.
 - ◆ The Group explored the role of leaders at all levels in progressing gender equality through practical, everyday actions. Many Members revisited their leadership shadow (guided by the Champions of Change report, *The Leadership Shadow*) and encouraged other leaders to do the same to enhance their gender equality leadership.
 - ◆ Members supported the development of the Coalition's *Tackling Tough Spots* resource, identifying specific problem areas in their organisations and sharing innovative actions to achieve gender balance in these areas.
 - ◆ The Group launched an initiative to support women in the informal economy, extending its commitment to positively impact gender equality in society.
 - ◆ Members collaborated on initiatives to advance gender equality, including **Jazz's** Empower leadership program, which trained 175 female executives; **PepsiCo Pakistan's** expanded youth internship program, reaching over 15,000 young people; **Telenor's** one day leadership training attended by 55 women across 28 Member organisations, with a focus on digital transformation for women's empowerment; **L'Oreal's** training on preventing Street Harassment; **Unilever Pakistan's** 'Gender Impact Stories' campaign, showcasing women working in frontline and traditionally male-dominated roles from Member organisations, including **Interloop**, **MG**, and **Syngenta**, in addition to curating a podcast with several Members of the Pakistan Group on the importance of male allyship for gender equality in collaboration with Dawn Network; and **HUM Network's** advocacy campaigns, which showcased private sector efforts on gender equality across its TV network, including personalised interviews by the Champions on national television.
 - ◆ The Group launched an online repository of gender equality initiatives to capture and share leading practices across Member organisations.
 - ◆ **Interloop CEO Navid Fazil** and **Convenor Fiza Farhan** attended the UN Commission on the Status of Women as part of the Coalition's delegation.
- The Group welcomed new Members: **Shan Foods Co-Chair Sammer Sultan**, **Mobilink Microfinance Bank CEO Haaris Mahmood**, **Oil and Gas Development Company Managing Director Ahmed Lak**, **FrieslandCampina CEO Kashan Hasan**, **Dawlance CEO Umar Ahsan Khan**, and **The Bank of Punjab President and CEO Zafur Masud**.
- We thank the following Members and Convenors for their investment in and support for Champions of Change Coalition: Ali Gulfaraz (Bank of Khyber), Ghazanfar Azzam (CEO Mobilink Microfinance Bank), and Hassan Tabba (Yunus Textile Mills Limited).



Champions of Change **Pakistan Group**



Humayun Bin Akram
Country Director
IDP Education
Pakistan and Egypt



Yasir Ashfaq
CEO
Pakistan Microfinance
Investment Company



Khurram Ashfaq
CEO
Telenor Pakistan



Jason Avanceña
CEO and Managing
Director
Nestlé Pakistan



Zeeshan Hasib Baig
General Manager
Syngenta Pakistan



Aziz Boolani
Global CEO
Serena Hotels



Shahmeer Butt
Managing Director
Next Pharmaceutical



Aamir Chottani
CEO
Chottani Industries



Navid Fazil
CEO
Interloop



Kashif Gaya
CEO
Euronet Pakistan



Kashan Hasan
Chairman
FrieslandCampina
Engro Pakistan



Murtaza Hashwani
Deputy Chairman
Hashoo Group



Aamir Ibrahim
CEO
Jazz



Umar Ahsan Khan
CEO
Dawlance



Muhammad Amir Khan
CEO and President
HBL Microfinance
Bank



Anees Khawaja
CEO
MG Apparel



Mohammad Khosa
CEO
PepsiCo Pakistan,
Asia Pacific Region



Ahmed Hayat Lak
CEO and Managing
Director, Oil and
Gas Development
Company



Champions of Change **Pakistan Group** *(continued)*



Haaris Mahmood
Interim CEO
Mobilink Microfinance
Bank



Moin Malik
CEO
TCS



Zafar Masud
President and CEO
The Bank of Punjab



Taimoor Mukaty
CEO
Liberty Mills



Qawi Naseer
CEO
L'Oréal Pakistan



Awais Bin Nasim
Managing Director
Tetra Pak



Amir Paracha
CEO
Unilever Pakistan



Duraid Qureshi
CEO and Co-Founder
HUM Network



Ehsan Saya
Managing Director
Daraz Pakistan



Asim Siddiqui
Country Managing
Partner
EY Ford Rhodes



Sammer Sultan
Co-Chair
Shan Foods



Hassan Tabba
CEO
Yunus Textile Mills
Limited



Sami Wahid
Managing Director
Mondelēz Pakistan



Convenor

Fiza Farhan
CEO
ORA Global
Development Advisors

Practical actions

Table 25: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
CEO and board-level leaders innovating to accelerate change	Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/ senior team									
	Leader's behaviour – gender equality goals reflected in expectations of all leaders within the organisation									
Being accountable – standing behind our numbers, sharing lessons and outcomes	Gender equality targets – targets are disclosed and publicly reported annually									
	Gender equality KPIs – included in scorecards or performance plans of Champions' direct reports									
	Gender pay equity – audit completed and actioned at least every two years, with oversight by Member									
	Closing the gender pay gap – targets and a timeline set to close the organisation-wide gender pay gap									
	Closing the gender pay gap – targets included in the KPIs of the executive leadership team									
	Closing the gender pay gap – organisation-wide plan to close the gender pay gap communicated to employees									
	Closing the gender pay gap – organisation-wide gender pay gap publicly reported on the website or in the annual report									
Gender-equal and diverse (40:40:20) workforces, capturing the performance advantage	Merit – systems and structures address bias and ensure equality in recruitment and promotions									
	Sponsorship – routine sponsorship of diverse women expected of all leaders by Champion									
	Gender balance – gender targets included in succession lists for CEO and other C-suite roles									
	Gender balance – timebound targets to address gender imbalance across the organisation									
Cultures of care, respect, safety and belonging, leveraging the talent advantage	Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality									
	Flexible work – mainstreamed with policy, tools and technology, and leadership support									
	Flexible work – action to enable flexible work for frontline and operational workers									
	Parental leave – equal and flexible access to parental leave for all parents									
	Parental leave – strategy and policy to improve men's uptake of parental leave									
	Care – initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting									

◆ Complete or underway
 ◆ In plan to complete in 2026
 ◆ No plans in place for action
 ◆ Not applicable
 ◆ Not reported in 2024

Practical actions *(continued)*

Table 25: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%		
Cultures of care, respect, safety and belonging, leveraging the talent advantage <i>(continued)</i>	Everyday sexism – action to highlight and address everyday sexism	96%									4%	
	Superannuation – paid during paid and unpaid parental leave periods	67%			11%			19%			4%	
	Everyday respect – specific steps to encourage and foster everyday respect	96%									4%	
	Sexual harassment – board and/or senior team commitment to eradicate sexual harassment with a zero-tolerance position	100%										
	Sexual harassment – board and/or senior team receives regular reporting on both cultural indicators and incidents	93%									4%	4%
	Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psychological safety issue	93%									7%	
	Sexual harassment – risk assessment, cultural review, survey or other diagnostic conducted	59%			30%			11%				
	Sexual harassment – commitment to adopt principles of transparency for high-profile cases	96%									4%	
	Sexual harassment – regularly share internal updates on sexual harassment (incidents, outcomes, and de-identified cases)	67%			4%			30%				
	Sexual harassment – individuals in the organisation impacted by sexual harassment retain their right to speak in commercial settlement agreements (i.e. specific NDA carve outs)	67%			7%			26%				
	Sexual harassment – tools, training and education for employees on sexual harassment are up-to-date	100%										
	Sexual harassment – reporting options reviewed to ensure confidential avenues for employees impacted by sexual harassment	96%									4%	
	Sexual harassment – built internal support capability or expanded relationships with external support services	81%			11%			7%				
	Sexual harassment – responses to workplace sexual harassment reviewed to ensure a safe, fair, people-centred approach is applied	81%			15%			4%				
Equality and inclusion is embedded in what we deliver, creating an innovation advantage and social impact	Gender-equal public face – test the external image of the organisation to ensure it is respectful and inclusive	89%								4%	7%	
	Corporate giving – organisation applies a gender lens to corporate giving efforts	74%			11%			4%		11%		
	Domestic and family violence – ensure support for employees, family or friends experiencing domestic or family violence	56%			26%			19%				
	Domestic and family violence – approach in place for responding to employees who are or who may be using violence	37%			30%			33%				
	Domestic and family violence – initiatives in place for positive community impact on domestic and family violence	30%		22%			48%					

◆ Complete or underway
 ◆ In plan to complete in 2026
 ◆ No plans in place for action
 ◆ Not applicable
 ◆ Not reported in 2024

Gender balance in leadership

Table 26: Gender balance in leadership

Pakistan Group Organisations	Women's representation (%)									
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Overseas Managers	Partners
Chottani Industries	15.2%	28.6%	27.3%	0.0%	14.3%	25.0%	4.9%	50.0%	33.3%	55.0%
Daraz	18.1%	100%	0.0%	19.5%	10.2%	0.0%	18.5%			
Dawlance	14.1%		0.0%	12.8%	2.5%	0.0%	14.4%		0.0%	
Euronet Pakistan	17.9%				21.1%	27.3%	16.1%			
Hashoo Group	7.7%	0.0%	25.0%	0.0%	12.6%	10.9%	5.7%	10.0%		
HBL Microfinance Bank	20.1%		10.0%		10.7%	15.0%	21.3%	42.9%		
HUM Network	13.6%		9.1%	16.0%	9.1%	10.3%	14.3%	37.5%	0.0%	
IDP Education	37.1%		50.0%		20.0%	25.0%	38.1%	60.0%		
Interloop	11.3%		23.1%	4.9%	8.8%	11.5%	11.3%	44.4%		
Jazz	16.9%	0.0%	30.0%	14.5%	7.4%	9.5%	18.6%			
Liberty Mills	8.9%	0.0%	0.0%	4.9%	6.3%	11.6%	8.8%	0.0%	75.0%	
L'Oreal Pakistan	39.8%			0.0%	50.0%	31.1%	55.2%			
MG Apparel #	57.7%	50.0%	0.0%	14.3%	10.0%	10.4%	60.0%		0.0%	
Mobilink Microfinance Bank	22.4%	13.2%	33.3%		10.0%	89.3%	15.7%	16.7%		
Mondelēz Pakistan	10.8%	30.0%			7.7%	14.8%	9.9%			
Nestlé Pakistan	14.6%	33.3%	8.3%	12.5%	25.1%	35.6%	2.7%	20.0%		
Oil and Gas Development Company	1.4%	0.0%		6.3%	1.3%		1.3%	9.1%		

Current year outcome: Gender balance achieved Single person in role Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women

Compared to prior year: Gender balance improving Over-representation of women increasing Under-representation of women increasing No comparable prior year data No change

Notes

Mondelēz Pakistan: Representation figures reported are inclusive of Mondelēz Pakistan only.

Gender balance in leadership *(continued)*

Table 26: Gender balance in leadership *(continued)*

Pakistan Group Organisations	Women's representation (%)									
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Overseas Managers	Partners
Pakistan Microfinance Investment Company	29.1%	28.6%	25.0%	0.0%	40.0%	38.9%	50.0%	0.0%		0.0%
PepsiCo Pakistan	21.8%		50.0%	0.0%	39.1%	13.3%	21.7%			
Serena Hotels	14.8%		0.0%	9.1%	12.2%	15.6%	14.3%			
Shan Foods	9.4%	0.0%	25.0%	16.7%	5.4%	12.5%	7.3%	28.6%	5.9%	
Syngenta Pakistan	9.6%	20.0%	42.9%		10.9%	6.7%	16.1%	33.3%		
TCS	6.6%	1.1%	0.0%		2.7%	2.3%	7.5%	50.0%		
Telenor Pakistan	20.5%		25.0%	11.1%	12.7%	15.6%	24.1%	16.7%		
Tetra Pak	12.2%	12.5%		33.3%	6.8%	13.9%	14.8%			
Unilever Pakistan	27.5%		25.0%	27.3%	33.3%	26.2%		20.0%		
Group Total	13.1%	11.4%	20.1%	11.8%	14.4%	18.7%	12.4%	26.5%	14.7%	53.4%
Adjusted Total	14.6%	9.9%	21.8%	12.0%	15.3%	13.4%	14.6%	31.9%	16.7%	53.4%

Current year outcome: Gender balance achieved Single person in role Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women
Compared to prior year: Gender balance improving Over-representation of women increasing Under-representation of women increasing No comparable prior year data No change

Notes

PepsiCo Pakistan: Changes to some representation figures reflect role reclassifications due to definition changes since last year.

Unilever Pakistan: Changes to some representation figures reflect role reclassifications due to definition changes since last year.

Adjusted Total: Only includes organisations in the Group that reported in 2023 and 2024 (Chottani Industries; Daraz; Euronet Pakistan; HUM Network; IDP Education; Interloop; Jazz; Liberty Mills; L'Oreal Pakistan; MG Apparel; Mondeléz Pakistan; Pakistan Microfinance Investment Company; PepsiCo Pakistan; Serena Hotels; Shan Foods; Syngenta Pakistan; TCS; Telenor Pakistan and Unilever Pakistan).



Our thanks *(continued)*

Organisations	Implementation Leaders
Oil and Gas Development Company	Shahzad Safdar
Pakistan Microfinance Investment Company	Marzia
PepsiCo Pakistan	Sarah Hassan
Serena Hotels	Dr Moin Uddin
Shan Foods	Maria Qureshi Rashdi
Syngenta Pakistan	Syeda Kiran Altaf
TCS	Rida Jamil
Telenor Pakistan	Konpal Mansoor
Tetra Pak	Baqar Raza
Unilever Pakistan	Fatima Noushad

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.

Overseas Manager (OSM)

OSM is for use only for a manager within a global corporate group who:

- Reports into an overseas head office, and
- Is more senior than the domestic CEO/equivalent

If a manager reports overseas but is not more senior than the CEO/equivalent - categorise them using a different manager category from this list.

- You are not required to provide salary/remuneration information for overseas reporting managers – populate each salary/remuneration cell with 0
- If you are not part of a global corporate group you must not use this category

2024

PAKISTAN IMPACT REPORT

For further information about the Pakistan Group, please see: championsofchangecoalition.org/groups/champions-of-change-pakistan/

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 inclusive gender equality across our workplaces by 2030 and a significant and sustainable increase in the representation of women in leadership.

championsofchangecoalition.org