

The background features a series of colorful lines in shades of orange, yellow, blue, and purple. These lines originate from the left side and fan out towards the right, creating a sense of movement and growth. Some lines are straight, while others are slightly curved, and they vary in thickness.

2025

PAKISTAN GROUP PROGRESS REPORT

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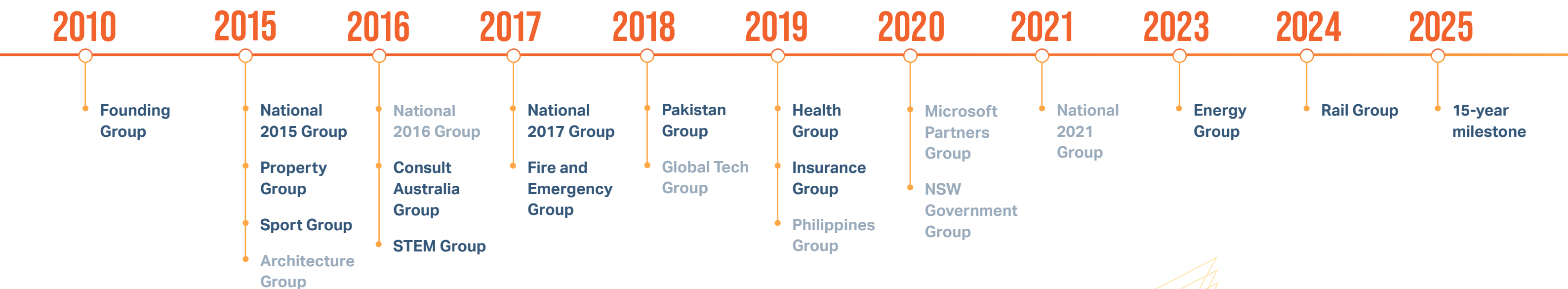


About Champions of Change Coalition

Champions of Change Coalition was founded in 2010 by Australia’s then Sex Discrimination Commissioner, Elizabeth Broderick AO. Today, it is a globally recognised leadership strategy for advancing inclusive gender equality across workplaces, sectors and society. With 225 CEO and board-level leaders representing over 800,000 employees, the Coalition focuses on taking action within organisations, creating industry benchmarks, influencing national policy and leading transformational change on gender equality and inclusion.

Our vision is to achieve inclusive gender equality across our workplaces by 2030.

The Coalition is committed to listening to and learning from visionary women leaders, activists and advocates for women’s rights and equality across Australia and globally. We thank them all sincerely for their willingness to share their stories and expertise, collaborate and partner with us over the past 15 years.



We recognise that not all women and gender diverse people experience gender inequality in the same way. Our approach focuses on inclusive gender equality, which centres people in all their diversity, with a focus on those facing intersecting and compounding barriers. We are committed to building inclusive, respectful workplaces where everyone can thrive. We are also strongly committed to reconciliation, showing respect for and working with Aboriginal and Torres Strait Islander peoples. [Read more](#)

Foreword

by Elizabeth Broderick AO, Founder, and Andrew Stevens, Chair

Fifteen years since our establishment, Champions of Change Coalition remains focused on our vision to achieve inclusive gender equality across workplaces.

The world we lead in today is more complex than when this work began. Economic pressures, social division and fatigue have made leadership on these issues, and year-on-year progress, harder.

Even so, the evidence is clear. When leaders set clear expectations, track results and stay personally engaged, gender balance improves, pay gaps are addressed, and workplace cultures strengthen. The task now is to embed that same discipline through every level of leadership and into every decision and system. Doing so will build workplaces that are capable, trusted and fair, and societies that draw on the full breadth of talent and experience.

Our more than 200 Members, including CEOs, secretaries of government departments, non-executive directors and community leaders, continue to invest their influence, resources and time with us to build organisations that are fit for the future. They share their insights, lessons learnt and the resources we develop together freely and widely for others to adopt, adapt or build on so we can accelerate change.

We are deeply grateful to every Member, Implementation Leader and their wider teams who continue to contribute to this collective effort. The progress in this report belongs to them. It reflects years of consistent action, shared accountability and the belief that leadership means stepping up on equality and inclusion, especially when it is challenging to stay the course.

Looking ahead, the next phase of this work requires focus on the areas where inequality persists. These include the broken rungs on the pathway to leadership, the over-representation of men and women in certain roles and sectors, ensuring we are meeting the needs of carers in our workplace, and demonstrating how true equality benefits everyone. Tackling these deeply ingrained challenges is essential to achieving lasting progress. We also have an incredible opportunity to harness the major social, technological and economic shifts underway to ensure we are building equality into the systems and workplaces of the future.

We thank Founding Member and Board Director Dr Martin Parkinson AC PSM and former Chair Janet Menzies, who both stepped down from the Board this year. We also thank Annika Freyer, who led the Coalition with great distinction as CEO for the past decade. Each has helped strengthen our foundations and impact. Finally, we welcome our new CEO, Julie Bissinella, who steps up to this position after more than a decade working with us on the Champions of Change strategy..



Elizabeth Broderick AO
Founder
Champions of Change Coalition



Andrew Stevens
Chair
Champions of Change Coalition



Fiza Farhan
Pakistan Group Convenor

“

At Champions of Change Pakistan, we are proving that women’s empowerment is not only a moral imperative but the smartest economic strategy of our time.

Every step we take toward gender equality unlocks growth, innovation, and resilience in our organisations and our economy. But the true strength of this Coalition lies in its members, the CEOs and leaders who step up, take ownership, and hold themselves accountable to make this movement real. Their personal commitment, their bold decisions, and their willingness to challenge the status quo are what drive impact at scale.

I could not be more proud of this extraordinary group of leaders who are rewriting the rules of leadership in Pakistan. They are the truly championing actionable change – and together, we are reframing gender equality from a moral obligation into an economic revolution.

”

Our approach

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

Our vision is to achieve inclusive gender equality across our workplaces within a generation.

Members are personally engaged in developing and delivering strategies and initiatives across their entire business system.

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.

While we continue to focus on personal engagement and organisational leadership, we have extended our approach to working within industries and sectors, across supply chains and partners, as a Coalition, and at national and societal levels to increase the scale, reach and impact of our work.

This includes prioritising inclusive gender equality by design in the systems, products and services we build and deliver, rather than just fixing unequal systems of the past or ‘bolting on’ solutions when inequalities are identified. We are also applying an intersectional lens across all our work, recognising that our strategy must benefit all people.

Many of the actions developed and implemented as part of the strategy are globally accepted standards for organisations wishing to become employers of choice for all people. On the following pages, we share our strategy and progress we have made across the Coalition, and within our Member Groups and Member organisations.

We sincerely thank all the Members, Implementation Leaders and Member organisations invested in and contributing to our work together.

Champions of Change Coalition strategies and actions focus on five interconnected themes:

- 1. Leadership**
- 2. Accountability**
- 3. Representation**
- 4. Care, respect and safety**
- 5. Inclusive decisions and design**



Julie Bissinella
Director of Engagement
and Impact
Champions of Change Coalition



Lisa Pusey
Director of Engagement
and Impact
Champions of Change Coalition

Champions of Change Coalition – *Listen, Learn, Lead with Action*

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

Reach & Impact

Personal

Organisational

Industry /
sector

Supply chain
and partners

Coalition

National
and societal

Strategy & Priorities

1. Leadership

- Building CEO and board-level leadership on gender equality
- Developing the next generation of diverse and inclusive leaders
- Creating inclusive sectors / industries of the future

2. Accountability

- Creating a National Workplace Gender Equality Tracker
- Embedding an Organisational Gender Equality Dashboard
- Gathering more complete data on the experiences of diverse groups of women at work

3. Representation

- Tackling critical labour shortages underpinned by occupational / industrial gender segregation
 - Addressing social and cultural influences
 - Engaging the next generation
 - Establishing supported career pathways
 - Targeting skilled migration

4. Cultures of care, safety, respect and belonging

- Ensuring workplaces are safe and respectful including when engaging with customers, suppliers and communities
- Achieving breakthrough strategies on care
- Refining contemporary flexibility models

5. Inclusive decisions and design

- Ensuring inclusive decisions and design in all that we do and deliver
- Influencing transformational opportunities in areas such as:
 - AI /technological advances
 - women's health
 - supply chains
 - reshaping sectors and industries for the future

Approach

Gender inclusive and intersectional design integrated at every stage, across all initiatives

Outcome

Gender equality, safety, social and economic prosperity for all

Champions of Change Coalition strategies and actions focus on five interconnected themes

Focus area

Our goals

Leadership

CEO and board-level leaders stepping up together to achieve inclusive gender equality across our workplaces within a generation

Accountability

Transparency in standing behind our numbers, sharing outcomes and lessons widely to help accelerate change

Representation

Gender balance at all levels, across occupations and industries, and in the pipeline to leadership
Everyone can pursue roles and careers of their choice and work towards long-term economic security
No or low gender pay gaps in the workforce across all industries

Care, respect and safety

Workplaces set new standards for care, safety, respect and belonging that radiate into homes, communities and society

Inclusive decisions and design

Inclusive gender equality is built into the structures, systems, decisions and design processes underpinning everything we do and deliver

Our impact over the past 15 years

Leadership	1. Put gender equality on the CEO and board agenda	Made inclusive gender equality core business, listening to and learning from employees, human rights experts and the women's sector. Today, more than 250 CEOs and Chairs invest their time and expertise to lead this work within their organisations and through collaborative action at sector and national levels.
	2. Challenged outdated leadership models and definitions of merit	Disrupted outdated leadership models and narrow views of what constitutes merit. Championed initiatives like the Panel Pledge and Leadership Shadow , setting new expectations for visible, diverse and inclusive leadership.
Accountability	3. Raised the bar on accountability and transparency	Created more specific and granular gender equality measurement frameworks to accelerate change on gender equality and pay equality, including a focus on the sport sector. We also publish the world's largest voluntary disclosure on workplace gender equality each year. Our impact reporting, Organisational Gender Equality Dashboard and National Workplace Gender Equality Tracker will continue to set the standard for transparency, accountability and taking targeted action.
Representation	4. Built gender-balanced leadership pipelines in key sectors	Embedded 40:40:20 targets into recruitment, development and promotion systems across traditionally male-dominated industries. We also implemented sponsorship and succession planning strategies to ensure women are consciously factored into talent processes for the roles, careers and sectors of the future.
	5. Tackled gender pay gaps with evidence and action	Created a methodology for ensuring pay equity in like-for-like roles, then developed and shared practical tools, audits and action frameworks to guide measurable reductions in organisational gender pay gaps, including in sectors where gaps were once dismissed as inevitable.
Care, respect, and safety	6. Brought care into the leadership and workplace agenda	Lifted caring from a hidden personal responsibility to a shared organisational and leadership challenge. Our work helped normalise part-time and flexible work while influencing more inclusive policies on paid leave, caregiving and workplace design, debunking the outdated idea that careers and care can't coexist.
	7. Mainstreamed flexibility across all roles and workplaces	Set the standard in making flexibility accessible for all employees and took it beyond head office. By redesigning roles, shifts and systems, Members showed that flexibility can be part of every job, improving performance, retention and equity.
	8. Made respect and safety a leadership priority	Acted well ahead of legislative change to prevent sexual harassment, eliminate everyday sexism, and support those affected by domestic and family violence. Our work reframed respect and safety as a core leadership accountability rather than a compliance issue, setting workplace standards that can radiate into homes and communities.
Inclusive decisions and design	9. Developed a blueprint for inclusive decision-making and design	Captured all we have learned about gender-inclusive decisions and design through the creation of our highly practical and flexible 7 Switches: A Guide for Inclusive Gender Equality by Design . We shared this framework freely and globally to help accelerate change.
	10. Helped shape national thinking and policy on gender equality	Changed the way organisations talk about and take action on inclusive gender equality, as a human right, economic driver and business priority. We shared our tools and resources for others to adopt or adapt to help lift standards, expectations and the pace of change.

Our future priorities

Leadership	1. Rewire leadership pipelines for gender-balanced CEO succession	Lead a specific focus on the feeder roles to CEO, ensuring women and diverse candidates are considered essential in the mix. This involves redesigning development programs, sponsorship and succession planning so that diverse and inclusive pipelines are seen as an expectation and a competitive advantage.
	2. Partner on policy reform and system-wide impact	Leverage our collective insights and experiences to help government and key stakeholders shape reform, regulatory standards and cross-sector opportunities to accelerate change.
Accountability	3. Take targeted action to address the compounded barriers facing diverse women	Standardise how we collect and use data on diverse women's workplace experiences to inform more sophisticated and targeted action, particularly for those facing compounding barriers to employment and career progression.
Representation	4. Crack the tough spots in roles and sectors where women remain largely excluded	Make progress where it's hardest – in the high-value, high-profile roles and industries where women are still largely shut out. This involves shifting entrenched cultures, and re-imagining job design and selection criteria, particularly in tech, construction, energy, banking and finance, operations and frontline leadership.
	5. Remove structural barriers to women's economic security	Tackle occupational segregation, the part-time penalty and unpaid care load, which contribute to unequal pay and retirement savings. This includes building career pathways that deliver long-term financial outcomes and economic security for women.
Care, respect and safety	6. Identify and deliver breakthrough strategies on care	Elevate care as a shared leadership, business and economic issue, identifying breakthrough strategies on the mindsets, policies and infrastructure required to unlock workforce talent and productivity. This includes supporting equal caring across genders, enabling all employees to care without penalty, and redesigning systems to reward contribution over constant availability.
	7. Modernise flexibility models to match the way we live and work	Leverage all we have learned from the pandemic to design flex models that work for all industries, all employees and in contemporary settings. This includes flexible and hybrid work systems that meet the needs of diverse roles, industries and life stages.
	8. Make respect and safety a non-negotiable standard	Continue lifting standards and expectations so that respectful behaviours become a threshold requirement for employment, pay, and promotion and leadership. At the same time, continue building organisational capability to respond to employees who use violence, in addition to supporting those affected.
Inclusive decisions and design	9. Hardwire gender equality into every system and transformation	Leverage major transformations to hardwire inclusive gender equality into the future. This includes using the 7 Switches as standard practice for shaping decisions, products, services, policies, technology, systems and infrastructure, particularly in areas such as the development and use of artificial intelligence (AI) and industry transitions.
	10. Shift social norms by showing what progress looks like	Shape what people see as normal in workplaces and in society, shifting outdated ideas about who should do what, whether it's leading a company, caring for a family or choosing a career. Share what's working and demonstrate that gender equality is good for business, employees, the economy and the community.

Pakistan Group

The Pakistan Group was established in 2018 and includes 34 Members leading over 104,000 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 workforce participation and progress.

Overview of impact in 2025

- ◆ Members addressed tough spots – specific areas of persistent under-representation of women, such as technician roles, agricultural sales, and delivery riders. This work was documented in case studies developed by **EY Ford Rhodes** to share practical actions taken and their impact on women's representation, retention and business outcomes. A video campaign was commenced to promote this work across Pakistan and encourage broader uptake across sectors and regions.
- ◆ The Group advanced the *Informal to International (i2i)* initiative, a collaborative effort aimed at empowering women in the informal economy. Building on the success of the pilot, led by **PMIC** in partnership with **Daraz, Jazz, TCS** and **MG Apparel**, the project is now being planned to scale up into a nationally coordinated program to reach more women entrepreneurs across Pakistan's informal sectors.
- ◆ Members shared experiences implementing gender equality targets, addressing power dynamics that hinder progress, and building organisation-wide understanding and support for gender equality.
- ◆ The Group conducted an in-depth exploration of the 7 Switches framework, identifying ways to embed it into design and decision-making processes.
- ◆ The theme of care was examined, with Members exploring leading workplace practices to better support employees with caring responsibilities.
- ◆ **HUM Network** contributed to gender equality advocacy by featuring personalised interviews with Members, highlighting private sector leadership and commitment.
- ◆ Supported by **Jazz**, an online repository of Member initiatives continued to support knowledge sharing and the wider adoption of effective strategies to accelerate gender equality.
- ◆ Group collaboration included an EY-led Master Training on Empowering Workplace Harmony, hosted by **Serena Hotels**, focusing on microaggression management, mental health awareness and neurodiversity. The Empower Campaign by **Jazz**, ran a leadership program to support 36 future women leaders from across Member organisations.

We welcomed **Hashoo Group CEO Bastien Blanc, Indus Motor Company CEO Ali Asghar Jamali, Jazz President Consumer Division Kazim Mujtaba, Lipton Teas and Infusions Pakistan CEO and General Manager Mamoon Javed, L'Oréal Pakistan CEO Rehan Saeed, PepsiCo Pakistan-Asia Pacific Region Chief Commercial Officer Furqan Syed, Jotun Powder Coatings Pakistan GM Ahmed Mahmoud, Thal CEO Muhammad Tayyab Tareen, KFC Pakistan CEO Raza Pirbhai, Dubai Islamic Bank Pakistan CEO Muhammad Ali Gulfaraz, Telenor Pakistan CEO Fridtjof Rusten** and **TCS President Saira Awan**.

We thank Shahmeer Butt (Next Pharma), Aamir Ibrahim (Jazz), Moin Malik (TCS), Farheen Salman (Lipton Teas and Infusions), Murtaza Hashwani (Hashoo Group), Mohammad Khosa (PepsiCo), Qawi Naseer (L'Oréal Pakistan), Sami Wahid (MD Mondelēz), Khurram Ashfaq (Telenor Pakistan) and Sammer Sultan (Shan Foods) for their investment in and support for Champions of Change Coalition.

88%

of organisations reflect gender equality goals in expectations of all leaders within the organisation,  4% from 2024

73%

of organisations have timebound targets to address gender imbalance across the organisation,  15% from 2024

92%

of organisations have systems and structures to address bias and ensure equality in recruitment and promotions,  4% from 2024

81%

of organisations apply a gender lens to corporate giving efforts,  8% from 2024

96%

of organisations reviewed/ audited their public ‘face’ to ensure it presents as respectful and inclusive for women,  8% from 2024

The reported highlights above are based on comparing data from the same set of organisations in the Group that reported in 2024 and 2025.

Pakistan Group



Humayun Bin Akram
Country Director
IDP Education Pakistan
and Egypt



Yasir Ashfaq
CEO
Pakistan Microfinance
Investment Company



Jason Avanceña
CEO and Managing
Director
Nestlé Pakistan



Saira Awan
President
TCS



Zeeshan Hasib Baig
General Manager
Syngenta Pakistan



Bastien Blanc
CEO
Hospitality Division
Hashoo Group



Aziz Boolani
Global CEO
Serena Hotels



Aamir Chottani
CEO
Chottani Industries



Navid Fazil
CEO
Interloop



Kashif Gaya
CEO
Euronet Pakistan



Kashan Hassan
Chairman
Friesland Campina
Engro Pakistan



Ali Asghar Jamali
CEO
Indus Motor Company



Mamoon Javed
CEO
Lipton Teas
and Infusions



Umar Ahsan Khan
CEO
Dawlance



Muhammad Amir Khan
CEO and President
HBL Microfinance
Bank



Anees Khawaja
CEO
MG Apparel



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



Haaris Mahmood
CEO
Mobilink Microfinance
Bank



Ahmed Mahmoud
General Manager
Jotun Powder Coatings
Pakistan



Zafar Masud
President and CEO
The Bank of Punjab

Pakistan Group



Kazim Mujtaba
President Consumer
Division
Jazz



Taimoor Mukaty
CEO
Liberty Mills



Awais Bin Nasim
Managing Director
Tetra Pak



Amir Paracha
CEO
Unilever Pakistan



Raza Pirbhai
CEO
KFC Pakistan



Duraid Qureshi
Co-founder and
former CEO
HUM Network



Fridtjof Rusten
CEO
Telenor Pakistan



Rehan Saeed
Executive General
Manager
L'Oréal Pakistan



Ehsan Saya
Managing Director
Daraz Pakistan



Asim Siddiqui
Country Managing
Partner
EY Ford Rhodes



Sammer Sultan
Co-Chair
Shan Foods



Furqan Syed
CEO PepsiCo Pakistan
& Chief Commercial
Officer International
Beverages



**Muhammad Tayyab
Tareen**
CEO
Thal Limited



Convenor

Fiza Farhan
CEO
ORA Global
Development Advisors

Table 18: Practical actions by Pakistan Group



Complete or underway In plan to complete in 2026 No plans in place for action Not applicable Not reported in 2025

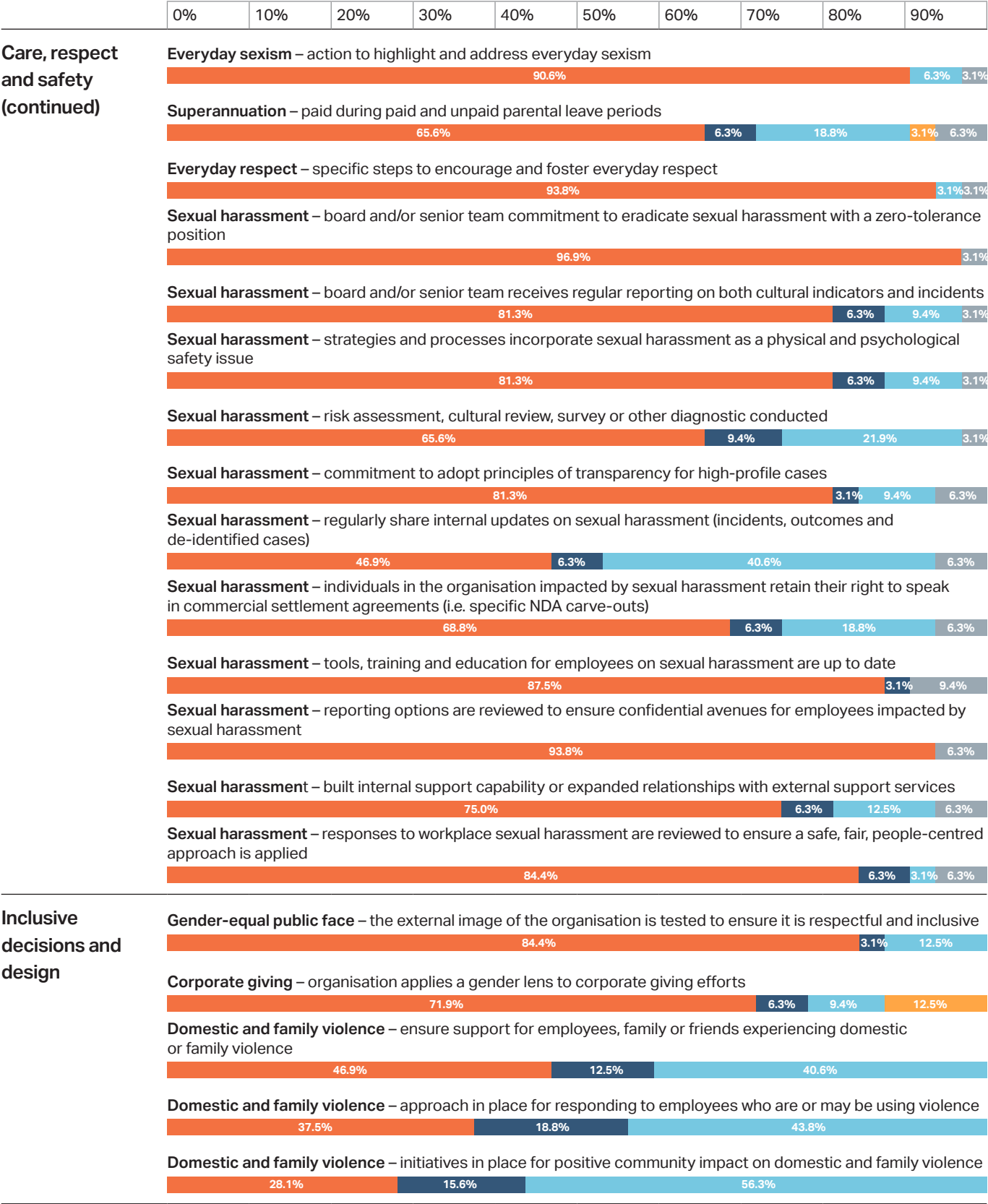


Table 19: Gender balance in leadership roles

Pakistan Group Organisations	Women's representation (%)									Partners
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Overseas Managers	
The Bank of Punjab	25.0	7.0	0.0	7.2	14.3	34.1	30.7	0.0		
Chottani Industries	6.2	0.0	9.1	0.0	14.3	7.7	6.0	0.0	0.0	33.3
■ Daraz Pakistan	25.6	19.4	30.0		8.5	20.9	26.9			
Dawlance	12.7		0.0	12.8	2.8	0.0	12.9		0.0	
Euronet Pakistan	15.0		0.0		10.0	23.5	14.1			
Friesland Campina Engro Pakistan	8.0	25.0	0.0	22.2	6.9	7.7	7.8			
Hashoo Group	7.9	0.0	12.5	6.4	8.6	7.6	7.9	10.0		
HBL Microfinance Bank	19.4		0.0		10.8	14.0	20.6	33.3		
HUM Network	13.9		12.5	6.3	10.7	14.5	14.3	37.5	0.0	
IDP Education Pakistan	36.1				11.1	14.3	38.8	60.0		
Indus Motor Company	8.6		0.0	10.0	2.9	10.4	8.7	10.0		
Interloop	11.2	20.0	33.3	6.6	5.2	12.1	11.2	44.4		
Jazz	17.4	0.0	27.3	14.1	7.5	23.9	17.4			
Jotun Powder Coatings	13.4				0.0	18.2	13.0			
■ KFC Pakistan	9.6		10.0	9.1	5.9	5.0	9.6			
Liberty Mills	9.7	0.0	0.0	6.5	13.0	15.9	9.3	0.0	75.0	
Lipton Teas and Infusions	13.7	20.0	50.0	15.6	14.3		11.5			
L'Oréal Pakistan	43.7		20.0	0.0	60.0	27.5	66.7			

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

Table 19: Gender balance in leadership roles

Pakistan Group Organisations	Women's representation (%)									Partners
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Overseas Managers	
MG Apparel	59.9		42.9	30.0	11.8	12.8	62.4		0.0	
Mobilink Microfinance Bank	16.7	0.0	23.5	12.1	25.0	12.7	17.6			
Mondelēz Pakistan	14.5	20.0			18.8	24.1	12.6			
Nestlé Pakistan	15.9			23.1	27.7	37.1	2.8	14.3		
Oil and Gas Development Company	1.5	0.0	0.0	0.0	1.3	3.7	0.9	11.1		
Pakistan Microfinance Investment Company	34.0	28.6	28.6	33.3	35.7	28.6	75.0	14.3		
Serena Hotels	16.2		0.0	10.0	14.9	13.0	16.4			
Shan Foods	9.8			16.7	5.4	14.3	7.3	25.0	5.9	
Syngenta Pakistan	9.7	25.0	25.0		11.1	8.4	9.0			
TCS	6.5	3.6	0.0	0.0	2.8	7.1	6.6			
Telenor Pakistan	19.1	16.7	12.5		18.7	16.7	20.5	50.0		
Tetra Pak	7.6	0.0	0.0		5.4		8.7			
Thal Limited	3.9	0.0	0.0	0.0	11.1	2.3		12.5		
Unilever Pakistan	16.7		18.2					10.0		
Group total	13.7	12.9	11.3	8.1	13.6	24.9	12.8	20.2	13.3	33.3
Adjusted total	12.4	14.9	12.2	9.8	13.0	19.5	11.9	24.1	13.3	33.3

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

Adjusted total: Only includes organisations in the Group that reported in 2024 and 2025 (Chottani Industries; Daraz; Dawlance; Euronet Pakistan; Hashoo Group; HBL Microfinance Bank; HUM Network; IDP Education; Interloop; Jazz; Liberty Mills; L'Oréal Pakistan; Mondelēz Pakistan; Nestlé Pakistan; Serena Hotels; Shan Foods; Syngenta Pakistan; TCS; Telenor Pakistan; Tetra Pak; and Unilever Pakistan).

Our thanks

The work of 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. The Program Director for the Pakistan Group is Nadia Sarwar. Our Implementation Leaders for the Pakistan Group are as follows:

Organisations	Implementation Leaders
The Bank of Punjab	Jawad Bin Shabbir
Chottani Industries	Kinza Ejaz
Daraz Pakistan	Sarina Moin
Dawlance	Aysha Ehsan
Euronet Pakistan	Moazzam Ali Khan
EY Ford Rhodes	Abeera Ali
Friesland Campina Engro Pakistan	Tamkeen Faisal
Hashoo Group	Lubna Qamar
HBL Microfinance Bank	Kashif Zafar
HUM Network	Islam Ahmed Khan
IDP Education Pakistan	Zain Malik
Indus Motor Company	Khurram Mahmood
Interloop	Saira Khan
Jazz	Rabia Khattak
Jotun Powder Coatings Pakistan	Jamal Khan
KFC Pakistan	Saira Khan
L'Oréal Pakistan	Fatima Ahmed

Organisations	Implementation Leaders
Liberty Mills	Ovais Fazal
Lipton Teas and Infusions	Shaza Akbar
MG Apparel	Kehkeshan Usman
Mobilink Microfinance Bank	Fehmeen Anwar
Mondelēz Pakistan	Nida Ahmed
Nestlé Pakistan	Haider Ali
Oil and Gas Development Company	Shahzad Safdar
Pakistan Microfinance Investment Company	Marzia
PepsiCo Pakistan, Asia Pacific Region	Sarah Hassan
Serena Hotels	Dr Moin Uddin
Shan Foods	Maria Qureshi Rashdi
Syngenta Pakistan	Syeda Kiran Altaf
TCS	Aisha Siddique
Telenor Pakistan	Konpal Mansoor
Tetra Pak	Baqar Raza
Thal Limited	Naila Kassim
Unilever Pakistan	Nimrah Moin



We recognise women in all their diversity

Efforts to advance gender equality have not lifted all women equally. By highlighting the specific demographics of people who experience exclusion we increase their visibility and boost understanding of how exclusion is experienced within organisations and in society more generally.

Inclusive gender equality recognises that our work must consider and engage all people in global efforts to achieve gender equality, with a particular focus on elevating and advancing currently under-represented and marginalised groups. At its core, the intent is to create respectful, safe and inclusive cultures of belonging for all.

Throughout this document, the terms 'women', 'women in all their diversity', 'women experiencing intersecting inequalities' and 'diverse people' are used. Women includes cis, intersex and trans women.

In referring to women experiencing intersecting inequalities, we mean the structural inequalities and multiple, intersecting and compounding barriers to inclusion and progression faced by women from socio-economically disadvantaged backgrounds, including First Nations women; ethnically and/or racially marginalised women; single parents and sole caregivers; women with disability (visible or invisible); neurodivergent women; and LBTIQ+ women.

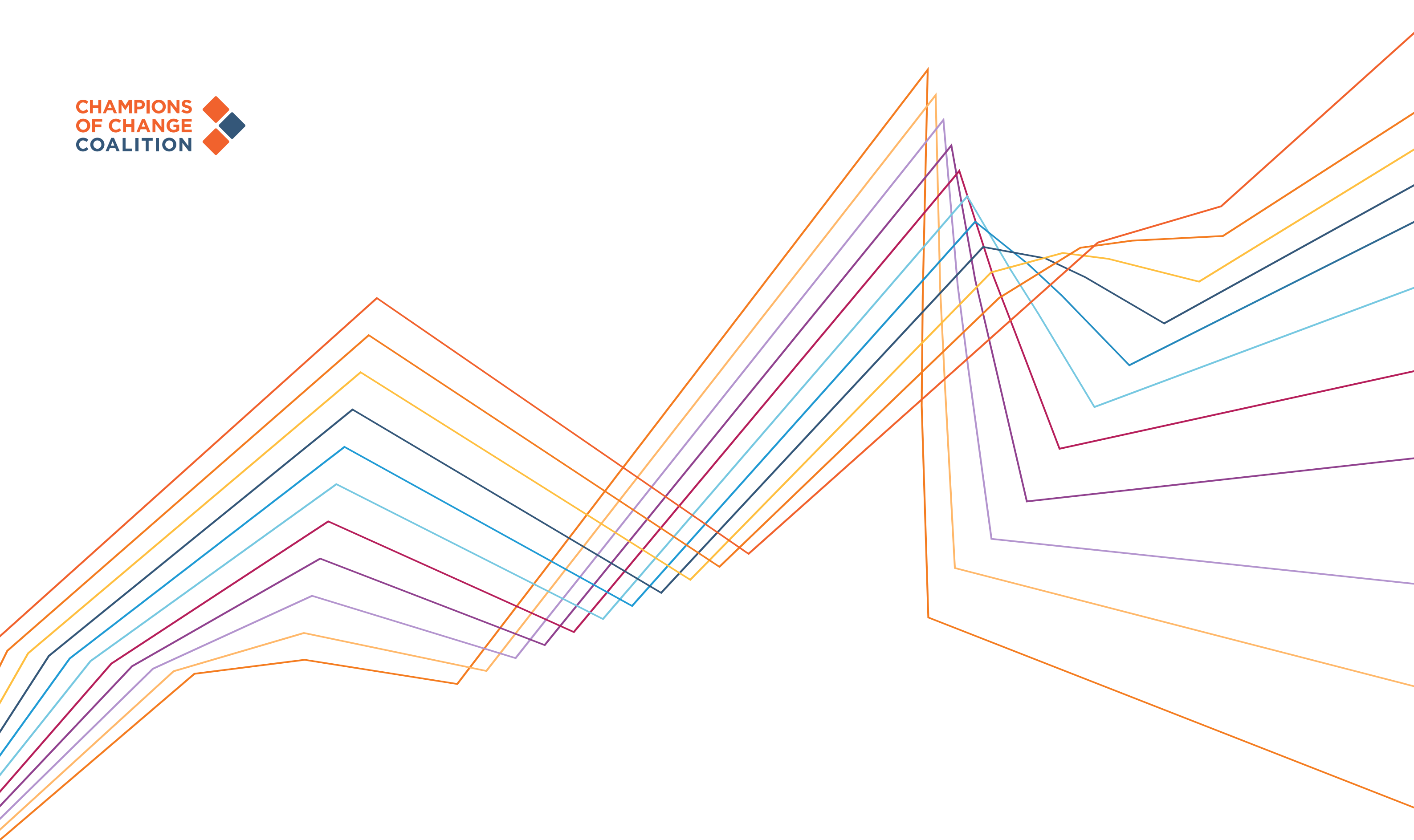
When referring to diverse people, we mean the wealth and variety of people and aspects of identity that broadly make up Australia's population.

Reconciliation

Champions of Change Coalition acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands on which we work and live.

We pay our respects to Elders past and present and commit to building a brighter future together. Our head office is located on the lands of the Gadigal people of the Eora Nation. The 'Eora people' was the name given to the coastal Aboriginal peoples around Sydney. 'Eora' means 'here' or 'from this place'.

The workplaces of our people and Champions of Change Coalition Members span the nation and the world. We extend our respects to the Traditional Custodians of all the lands on which we and our Members work and live.



15
YEARS

Marking 15 years
since the establishment
of **Champions of Change
Coalition**

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.

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