

Gender Diversity in Business Sector of Pakistan

Baseline Survey of Pakistan Business Council Member Companies



Centre of Excellence in
Responsible Business (CERB)
in Collaboration with CIRCLE

April 2017

April, 2017

We are pleased to share with you the enclosed survey report entitled “*Gender Diversity in Business Sector of Pakistan*”. This report presents the findings of a survey undertaken by Pakistan Business Council’s Centre of Excellence in Responsible Business (CERB) in partnership with CIRCLE. CIRCLE is a social enterprise focused on women’s economic empowerment and leadership development through advocacy, research and innovative leadership labs.

The report summarizes gender diversity practices among PBC member companies, in relation to Goal 5 of the United Nations Sustainable Development Goals (SDG), *which focuses on “Achieving gender equality and empower all women and girls” in particular Target 5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life*. The survey provides a snapshot for:

- **The representation of women in the workforce** – the numbers of women in the company at various levels of management including women in top positions
- **Company Culture** – the policies which drive the overall culture of the company
- **Equal pay-equal opportunities** – does an equal pay policy exist and is the pay gap measured in companies
- **Recruitment and Promotion** – How does the pipeline look in the organization and the hurdles faced by companies in attracting and recruiting women
- **Flexible work options** – current practice of part – time opportunities, flexible work timings as well as work from home opportunities
- **Leadership development, training and mentoring** – training and development opportunities in the organization for women

The purpose of this survey is to set the context in establishing a baseline to identify how major companies in Pakistan stand on gender equality and where Pakistan stands in the global context, when compared to countries in the region as well as beyond. A key focus of this survey was to identify what the pipeline of women leadership looks like in Pakistan, what companies are doing to develop their women leaders and whether they value gender diversity as a key business goal.

The results from the survey makes it clear there is a disparity between women and men reaching the highest echelons of an organisation. Trends are seen that although both women and men have equal opportunities in remuneration and promotion in most organizations (at least on paper), the numbers of women in management are lower than at entry positions. This identifies that women need additional support to enable them to take up the opportunities. It must be stressed that whilst the overall trends identify lower figures, elements of good practice are seen in all organization. This survey has captured a number of good practices in various companies. Our conclusion and recommendations highlight how to move forward to get better representation of women in our workforce.

The Centre of Excellence in Responsible Business (CERB) is the first of the Pakistan Business Council’s (PBC) outreach initiatives to build capacity and capability of businesses in Pakistan. To find more information about CERB, visit the website: www.pbc.org.pk/research-initiatives/centre-of-excellence-in-responsible-business-cerb/

Acknowledgements:

Researchers: Javeria Ameen, Nazish Shekha, and Zaimul Azad (CIRCLE).

Disclaimer:

The findings, interpretations and conclusions expressed do not necessarily reflect the views of the Board of Directors and Members of The Pakistan Business Council or the companies they represent.

Although every effort has been made to cross-check and verify the authenticity of the data, The Pakistan Business Council, or the author(s), do not guarantee the data included in this work. All data and statistics used are correct as of 1st April 2017, and may be subject to change.

For any queries or feedback regarding this report, please contact cerb@pbc.org.pk.



The Centre of Excellence in Responsible Business (CERB) is the first of the Pakistan Business Council's outreach initiatives to build capacity and capability of businesses in Pakistan. CERB's vision is to assist Pakistani businesses to pursue long term sustainability and value creation, and its mission is to contribute towards inclusive social development. As part of its strategic objectives, CERB engages with businesses and industry leaders to provide a clear direction towards conducting responsible business in Pakistan. It leverages private sector growth as a means for development and poverty reduction by following the United Nations Sustainable Development Goals framework. CERB comprises two interdependent units:

- Inclusive and Sustainable Development Forum: this will focus on generating livelihoods, promoting women's empowerment and decoupling growth from impact on the environment;
- Ethics, Values and Governance Forum: this will promote responsible practices which strengthen the formal sector in pursuit of sustainable value creation.

Both of these forums aim to raise awareness of responsible business practices that ensure a fair and competitive economic environment central to sustainable business, economic growth and national development.



CIRCLE is a leading social enterprise focused on women's participation in the economy through advocacy, research, entrepreneurship and innovative leadership labs. CIRCLE is based on the belief that investing in women is the smartest economic venture of today! When women grow, families prosper and nations progress. CIRCLE's Elevate campaign works with leading CEOs in Pakistan to make progress towards gender equality goals specifically SDG 5, 8 and 17 and aims to catalyze innovation in the wider industry. CIRCLE curates dialogues, provides workshops & mentorship on leadership specifically for growing women leaders focused both on university students as well as high potential women and undertakes sessions on unconscious bias, diversity and inclusion. Over the years, CIRCLE has partnered with PwC, Dell, A.T. Kearney, Sharjah Business Council in UAE and Standard Chartered, Engro Corp, Habib Bank, Unilever, British Council, Atlantic Council, US-Pakistan Women's Council, Alliance Francaise Karachi amongst others in Pakistan.

The Pakistan Business Council: An Overview



The Pakistan Business Council (PBC) is a business policy advocacy forum, representing private-sector businesses that have substantial investments in Pakistan's economy. It was formed in 2005 by 14 (now 60) of Pakistan's largest enterprises, including multinationals, to allow businesses to meaningfully interact with government and other stakeholders.

The Pakistan Business Council is a pan-industry advocacy group. It is not a trade body nor does it advocate for any specific business sector. Rather, its key advocacy thrust is on easing barriers to allow Pakistani businesses to compete in regional and global arenas.

The PBC works closely with the relevant government departments, ministries, regulators and institutions, as well as other stakeholders including professional bodies, to develop consensus on major issues which impact the conduct of business in and from Pakistan. The PBC has submitted key position papers and recommendations to the government on legislation and other government policies affecting businesses. It also serves on various taskforces and committees of the Government of Pakistan as well as those of the State Bank, SECP and other regulators with the objective to provide policy assistance on new initiatives and reforms.

The PBC conducts research and holds conferences and seminars to facilitate the flow of relevant information to all stakeholders in order to help create an informed view on the major issues faced by Pakistan.

The PBC's Founding Objectives:

- To provide for the formation and exchange of views on any question connected with the conduct of businesses in and from Pakistan.
- To conduct, organize, set up, administer and manage campaigns, surveys, focus groups, workshops, seminars and field works for carrying out research and raising awareness in regard to matters affecting businesses in Pakistan.
- To acquire, collect, compile, analyze, publish and provide statistics, data analysis and other information relating to businesses of any kind, nature or description and on opportunities for such businesses within and outside Pakistan.
- To promote and facilitate the integration of businesses in Pakistan into the world economy and to encourage the development and growth of Pakistani multinationals.
- To interact with Governments in the economic development of Pakistan and to facilitate, foster and further the economic, social and human resource development of Pakistan.

The PBC is a Section 42 not-for-profit Company Limited by Guarantee. Its working is overseen by a Board of Directors elected every three years by the Membership with the Board being headed by a Non-Executive Chairman. The day-to-day operations of the PBC are run by a professional secretariat headed by a full-time, paid CEO. More information on the PBC, its members, and its workings, can be found on its website: www.pbc.org.pk

The PBC's Member Companies

 Abbott A Promise for Life	 AkzoNobel	 Allied Bank	 Artistic Milliners	 Atlas	 Bank Alfalah Limited
 CHERAT CEMENT	 Coca-Cola	 COLGATE-PALMOLIVE	 Dawood Hercules	 DESCON	 efu
 The Legend Leads... English Biscuit Manufacturers	 engro corp	 faysabank	 FEROZSONS LABORATORIES LIMITED	 GATRON	 Getz pharma
 gsk GlaxoSmithKline	 gsk GlaxoSmithKline Consumer Healthcare	 Gul Ahmed TEXTILE MILLS LIMITED, KARACHI	 HBL	 HASCOL	 HUBCO
 ICI PAKISTAN	 interloop	 INTERNATIONAL INDUSTRIES LTD.	 INDUS GROUP	 TOYOTA SAHARA INDUS MOTOR COMPANY LIMITED	 JDW

The PBC's Member Companies

				 Millat Tractors Ltd	
					
					 Enabling trust
					
					

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A. BACKGROUND AND OBJECTIVES

CERB's mission is to engage with businesses and industry leaders and enable the transformation towards the conduct of responsible business in Pakistan and to leverage private sector growth for inclusive development, poverty reduction and sustainability by following the UN Sustainable Development Goals (SDG) framework.

Goal 5 focuses on *"Achieving gender equality and empower all women and girls"*. In relation to this, CERB conducted a survey on gender diversity among the PBC member companies in partnership with CIRCLE. The aim of this baseline survey has been to explore current good work practices regarding gender diversity in the PBC member companies that will set a benchmark for other businesses in Pakistan and, over time increase productivity and gender diversity.

B. THIS SURVEY

This survey on gender diversity was conducted among the PBC members comprising of Pakistan's leading organizations contributing to various sectors of the economy. An online survey form was designed using Google Forms. The survey consisted of a set of questions to discover the current stats in relation to gender diversity within an organizational structure. These questions were developed working with CIRCLE. A link to the survey form was shared with the CEO of each member company via email. The responses received have been collated and analyzed in the form of this report. This report is a synopsis of survey responses and represents gender diversity practices across different sectors of Pakistan's economy.

Survey sent to: 60 companies

Number of responses received: 31

Number of responses accepted: 31

61% of responses were received from HR Heads representing their various organizations. The remaining responses were from the heads of various other departments plus one managing director and a company secretary. Majority of the companies in our sample are listed, with just over one third that were non-listed private companies. Industry-wise, 'Banking & Finance' and FMCG companies constituted an equal share in the total number of responses received. Textile companies emerged with a share of 16% but no responses were received from companies engaged in insurance, utilities and the manufacturing of fertilizers and petroleum products.

All information has been tabulated and analyzed based solely on responses received. While all possible care has been taken to compile the results, the possibility of any error cannot be ruled out. Kindly inform the CERB Team of any errors noticed on cerb@pbc.org.pk.

Research & Coordinating team – CERB and CIRCLE
April 2017

C. EXECUTIVE SUMMARY

The detailed analysis of the results of our online survey on “Gender Diversity in Business Sectors of Pakistan” has provided us with a baseline knowledge on the current gender diversity practices existing amongst 31 companies spread across Pakistan. A summary of the results is as follows:

1. Women Representation in Workforce

Fifty percent of respondent companies have female employees ranging from 10% to 20% of their workforce. A textile company illustrated that more than 40% of its workforce are females. At leadership level, there is representation of women as directors in 14 companies. The average size of the Company Board in the respondent companies was approximately 7 Directors with industries such as FMCG, textiles, banking & finance, logistics and cement, having one to four females as Board Directors.

2. Company Culture

More than fifty percent of the companies in our sample have highlighted gender diversity as one of their top five core business goals. Many of the respondent companies shared their text related to gender diversity which clearly states that these companies encourage female employees and engage them in projects such as DARE, which help them discover their leadership skills and self-confidence. However, in linking the goals to the targets for gender in their workforce, 50% of the respondents set targets for gender at less than 10% of the workforce in their policy and prefer reporting once in two years.

KEY FINDINGS:

- **More than 50% of companies had gender diversity highlighted as one of their top five core business goals** – namely companies belonging to FMCGs, banking, pharmaceutical and a few textile sectors.
For details see Figure 6.
- **50% of companies had female employees between 10% - 20** – namely companies in the banking and pharmaceutical sector.
Please see Figure 4.
- **More than 60% of companies face hurdles in attracting new women as employees** – it must be noted that even though many of the companies highlighted gender diversity as key business goal are also facing issues.
For details see Figure 12.
- **Only 50% of the companies explore trainings and have mentoring schemes for female employees** – Banking, Pharmaceuticals and FMCGs provide training related to leadership. Otherwise training is mainly provided in the textile sector related to skill development
For details see Figure 18.
- **Only 2% of supply chain processes involve women.**
Please see Table 4.

3. Equal Pay for Equivalent Work

This section looks at an important barrier which exists for full and equal participation of women in the workplace. Whilst only 10% of companies measure pay gap between men and women, many companies have an Equal Opportunity Employer Policy. In this respect a number of companies have highlighted a number of good practices to ensure equal pay. This includes Equal Pay Certification, Merit Based Policy and formation of Equality & Diversity Management Committee (EDC). A few companies have designed their recruitment processes to ensure that applicants receive equitable, fair and objective treatment. In the banking sector, a few companies ensure women are shortlisted for each job advertised.

4. Recruitment and Promotion

More than 60% of the respondent companies face hurdles in attracting new women in the workforce. This is interesting as this includes a number of companies which have highlighted Gender Diversity as their business goals. On looking closer, the locations of a number of companies which face these hurdles are in industrial zones. Strategies undertaken remove this barrier include awareness sessions; provision transport facility and creating a work-conducive environment. It is a general practice in relation to promotions, which are purely performance based and no advantage or discrimination is done on the basis of gender.

5. Flexible Working

Flexible working arrangements enable employees to meet their family needs. This is important in the context of women. In the survey a number of trends are seen regarding flexible work opportunities. In terms of part time employment, only two companies offer an option for part time employment, one from 'Automotive' and the other from 'Banking & Finance' industry on a part time basis. In relation to flexible working hours and work from home opportunities, only 35% of the respondent companies offer the option, these are mainly multinational companies. - In contrast, 81% of the respondents offer career off-track options to females. As regards to childcare facilities, only a few organizations have a managed nursery available within the organization. Maternity leave is offered as a

OUR KEY RECOMMENDATIONS:

- **Active management approach** - *A commitment has been seen to gender diversity by PBC members companies at a number of levels. An active approach to managing gender equality by looking closely at the issues will bring out better representation*
- **Developing the pipeline** - *A holistic, persistent view should be taken towards programs aimed at developing women leaders. Employees should be engaged on measuring effectiveness of these programs and involved in their design, and effort should be made to align them with other interventions.*
- **Measuring the pay gap** - *All companies should be legally required to measure and report on the pay gap, allowing for a better understanding of where we stand and what the gaps and opportunities are.*
- **Retaining women** - *Options for flexible working hours, on-site crèche, part time work and career off-track should be made available more regularly and research should be carried out to measure their effectiveness and put implementation of best practices in place*
- **Women on boards** - *Having more women on boards is good for the bottom line. Effectiveness of introducing a quota for women on boards should be explored, looking at models such as India and Norway.*

general practice by all of the companies; however paternity leave is currently offered and utilized by only 4 multinational companies.

6. Leadership Development Training and Mentoring

A mixed response has been seen in relation to trainings and development practices in the organization specifically for women. 45% of companies responded that they have development programmes for women. Figures for mentoring schemes and identified role models women show similar numbers of respondents. This shows a diversity of strategies in place across all sectors.

The survey responses indicate the numbers of women led businesses procured in the supply chain are minimal. The response does not capture the linkages developed with women in the rural supply chain in dairy and distribution.

The overall responses indicate a commitment towards gender diversity and inclusion is seen in PBC member organizations. The companies which are multinational have gender practices and targets which are near to global norms. However, in order to increase numbers of women representation in the pipeline, active management needs to be seen from the top.

D. INTRODUCTION

There is growing evidence that gender equality identifies with a more productive workplace. In a country which has a 50% population of women (Worldbank, 2015), there is a need to have more women as part of the workforce. Workplace gender equality can only be accomplished when people have the same rewards and opportunities regardless of gender. It has been understood that while men and women enter organizations in equal numbers at entry level positions, women's representation falls off dramatically midway up the ladder leaving few women at the top levels of management.

The barriers which exist in terms of reducing the gender gap need to be identified to highlight the practices where improvement is needed. The present survey was undertaken to present a baseline to measure the corporate gender gap by giving a sector wise view of the representation of women in the workforce amongst various levels of management, equal pay at each level, leadership training and development and flexible working hours.

Whilst culturally relevant to Pakistan, emphasis on flexible working hours and part time opportunities has increased the world over to recognize the dual role played by women as caregivers. Labor Force surveys in both developed and developing countries all highlight women leaving the workforce when they get married and have children. Thus it is important to eliminate discrimination on the basis of gender, particularly in relation to family and caring responsibilities.

In 2015, the United Nations agreed upon identifying 17 goals to work towards globally to 2030. Business engagement is critical in the success to all goals. Goal 5: represents Gender Equality. Target 5.5 states '*Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life*'. The indicator identified is the number of women in managerial positions. If companies work to increase the rate of retention for women and supporting women returning to work – the numbers will increase.

The UN Global Compact in collaboration with UN Women has developed seven principles to 'help businesses promote gender equality and women empowerment in the workplace, marketplace, and community'. Companies can commit to ensuring the principles and thus make progress against gender equality. A commitment to gender equality can be made in a number of ways. In examining the current numbers, analysis can point to areas for improvement.

The loss of women as the management rung increases, leads to a reduction of talent which had been recruited for specific abilities. There has been an overall focus on improving gender diversity through hiring, but a long-term strategy on building diverse talent through promotion may have more improved results (Mercer, 2016). Hence, looking at the hurdles faced in the retention of might pinpoint to a strategy for improvement.

This survey focuses on capturing the baseline statistics and good practices of companies in the Pakistan Business Council. The results of this survey have been divided into six sections

- **Representation of women in the workforce** – the numbers of women in the company at various levels of management including women in top positions
- **Company Culture** – the policies which drive the overall culture of the company
- **Equal pay-equal opportunities** – does an equal pay policy exist and is the pay gap measured in companies
- **Recruitment and Promotion** – How does the pipeline look in the organization and the hurdles face by companies in attracting and recruiting women
- **Flexible work options** – current practice of part – time opportunities, flexible work timings as well as work from home opportunities
- **Leadership development training and mentoring** – training and development opportunities in the organization for women

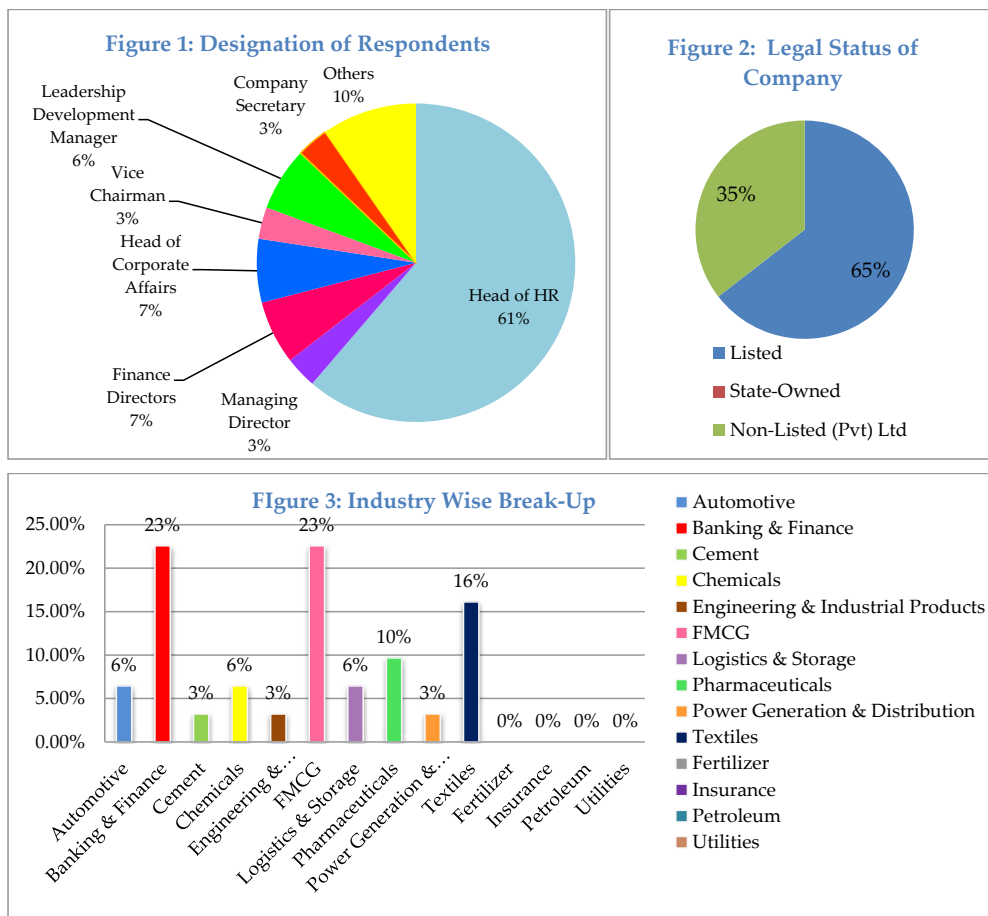
E. THE SURVEY RESPONSE

The survey on “Gender Diversity in Business Sector of Pakistan” has been designed in a way that it captures gender diversity practices among the PBC member companies’ board, policies, operations, employee representation and training & development.

I. RESPONDENT DATA

Total number of responses received: 31

An equal amount of share among the survey respondents is occupied by FMCG and Banking & Finance sectors. A total of fourteen responses to this survey were from leading banks and FMCG companies, which constitute a total of 46% share of the total survey response. Textile manufacturers came in second, with five responses from textile companies. There were a few responses from companies producing cement, electrical & industrial items and power generation & distribution. There has been no response from companies from the fertilizers, insurance, utilities and petroleum products sectors.



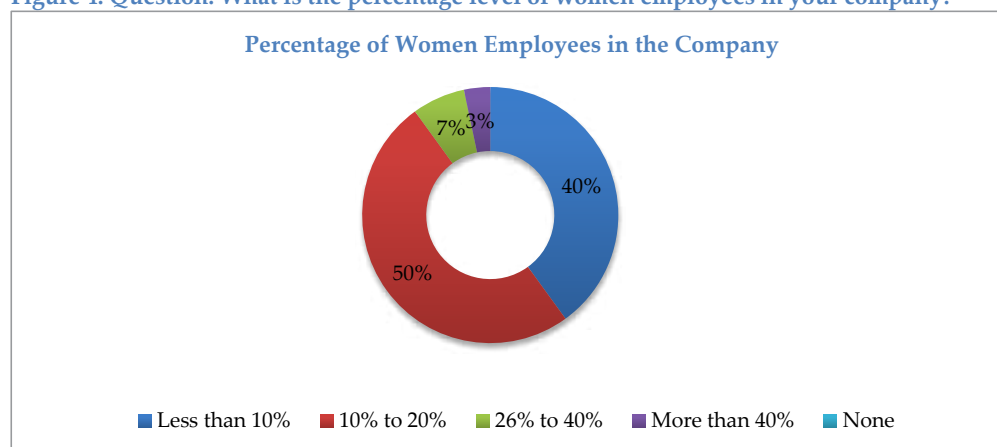
II. WOMEN REPRESENTATION IN WORK FORCE

This section covers the percentage of female employees in overall workforce as well as the representation of women in the highest levels of management. Respondents were asked to identify the percentage levels of women in the work force, and the number of women in top positions in the company – ie. number of female directors on the company board. This section looks at:

- Percentage of Women Employees in the Company
- Percentage of Women at Entry, Manager, Departmental Head and C-suite levels
- Board Size and the corresponding number of females on Board
- Number of Female Executive, Non-Executive and Non-Executive Independent Directors on Board

The response to the question of percentage of women employees in the company (Figure 4), showed 90% of companies have less than 20% women in their employees, whilst in only 10% of companies, women account for more than 25% of the workforce. Only one company has female representation which at 40% is almost proportionate to overall population of women in Pakistan which amounts to 50% (Worldbank, 2015). Further study of the organization can identify good practice and identify learning. Among respondents of the survey, a sector wise snapshot shows slightly better statistics for women representation in the banking and pharmaceutical sector. Women representation is under 10% in the majority of the FMCG sector and cement sector.

Figure 4: Question: What is the percentage level of women employees in your company?



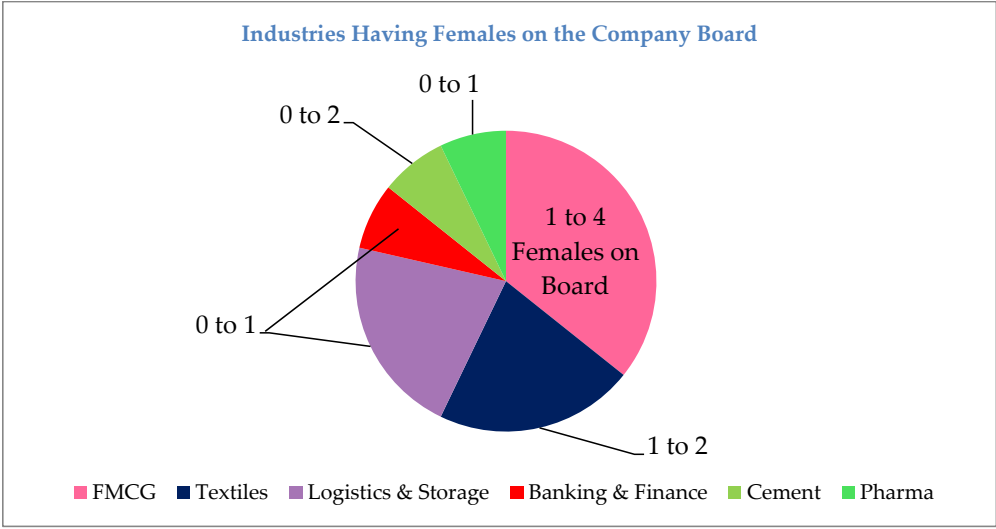
In looking at the level wise distribution in the company (Figure 5), women representation in all sectors is highest at entry level. The percentage value of female employees at entry level in banks and FMCG companies appear to vary per company. Similarly, figures of upto 11% representation for C-suite level provided by a power generation & distribution company as well as by the banking & finance sector show evidence of good practice have a representation at leadership ranks. In general these companies have a comparatively higher representation of women at all ranks.

Table 1: Percentage of Women at Entry, Manager, DH and C-suite levels

Industry	Entry Level	Manager Level	Departmental Head	C-Suite Level
Automotive	35%	40%	5%	0%
Pharmaceutical	20%	4% to 9%	1% to 6%	0%
Banking & Finance	8% to 80%	0.8% to 40%	0.5% to 10%	0% to 11%
Textiles	2% to 30%	1% to 10%	0% to 5%	0% to 1%
Power Gen & Dist	30%	10%	10%	10%
Cement	3.75%	0.34%	0%	0%
Chemicals	2% to 7%	0% to 1%	0% to 2%	0%
Engineering Products	3%	0%	0%	0%
FMCG	3% to 60%	0% to 25%	0% to 18%	0% to 7%
Logistics	0% to 6%	0% to 6%	0%	0%

Taking a closer look at women representation at the top tier in the company, respondents were asked about board size and the number of female directors on board. Responses showed only 14 out of 31 companies have at least one to four females as directors on board. A look at the sector wise distribution of companies with female board directors, FMCGs and the textile sector mainly show a representation of women. The companies with female directors were asked whether the role was as executive or non-executive directors. With the exception of a few responses, in most instances women played the role as non-executive directors on company boards.

Figure 5: Question: Please provide the board size and the directors on your board that are female.



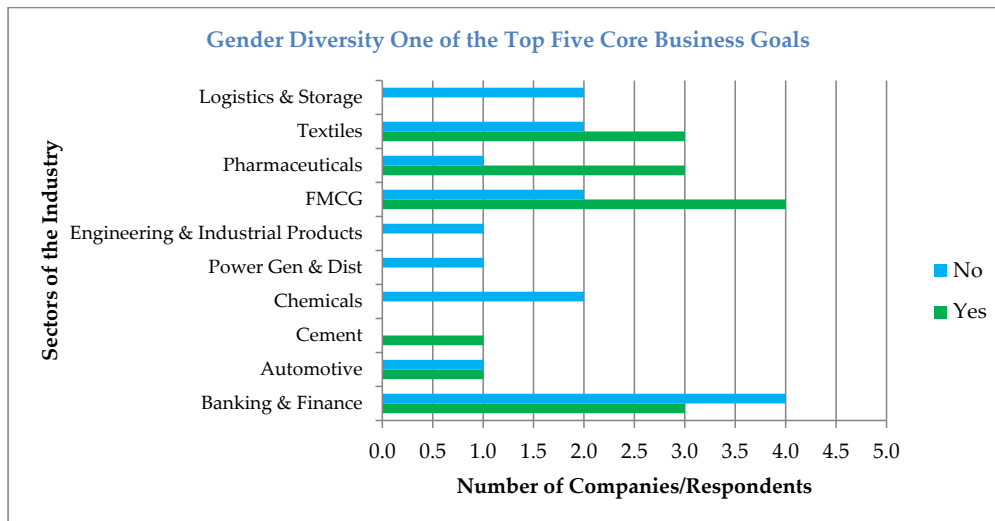
III. COMPANY CULTURE

This section looks at the organizational culture in the company and how it promotes gender diversity and inclusion. In order to identify if gender diversity is an important business strategy, this survey has asked respondents to identify:

- If the company highlights gender diversity as one of the top five core business goals
- The company's gender diversity policy
- The company's sexual harassment policy
- Difficulties faced during implementation of these policies
- Frequency of progress and targets set for the gender diversity policy
- Prevention and reporting of sexual harassment cases.
- Regular training courses offered to all management employees on gender diversity and inclusion

A positive workplace culture is one which offers gender equality policies and practices with a top down approach. The survey has approached this aspect by asking respondents to identify if gender diversity is highlighted as one of the five core business goals of PBC member companies. Figure 5 illustrates 50 % of the companies responded affirmatively and consider gender diversity as one of their core business goals.

Figure 6: Question: Is gender diversity highlighted as one of your top five core business goals?



The gender policy highlights the company's approach to gender diversity, and explains the importance it gives to equality and women's participation. Whilst not all companies responded to the survey question, Table 2 highlights various aspects covered in the policy. In looking closely at the text, most policies are generic using wordings such as gender diversity and inclusion, whilst some have identified specific measures for increasing women representation in the long run by targeted recruitment; offering flexible work and maternity leave, and retention of women employees.

Responses to the survey question to '*difficulties faced by organizations in the implementation of gender diversity policy*' portray that companies face a number of problems in implementing and practicing diversity policies from the core. Responses from the banking and finance sector identify difficulties they faced include issues related to the mindset when it comes to gender diversity. FMCG companies also shared that it's a real challenge to retain the female workforce as they leave jobs due to various family priorities.

Similarly textile companies reported that due to industry image, they face difficulties in convincing women to work in factories in the outskirts of cities. Regulatory restrictions around a number of consecutive shifts and female reluctance on working during night shifts are some of the real challenges for these companies. According to them, the cultural and societal practices greatly impact female working patterns post marriage.

When asked about the targets set for gender diversity policy, the response range varied from 10 to 40%. Only two FMCG companies and the textile sector responded that they set goals of 26% to 40% representation of their workforce within their gender diversity policy. Since policy feeds into future women representation, the targets at higher end of the range represent good practice. In case of reporting of progress on gender diversity to the board, 60% of respondent companies report on a yearly and quarterly basis, whilst the other 40% report that this is not reported on an annual basis. Figures 7 and 8 illustrate a range of targets and frequent reporting of progress on gender diversity policy within the PBC member companies.

Table 2: Question: Please specify the text of your gender diversity policy:

Analysis of respondents' text referring to gender diversity identified a number of good practices.

Pharmaceutical: Three out of the four responsive pharmaceutical companies do not have a specific gender policy within the organization. However a major pharmaceutical player conducts a project called "DARE", which aims to develop, attract, retain and engage talented women. The aim is to provide flexible working options for women and a global maternity policy.

Banking & Finance: A few banks that responded to this survey shared that they aim to be a bank, where people want to join and stay. They practice embedding gender diversity in the DNA of their organization so as to become an equal opportunity employer.

FMCG Companies: These companies maintain diversity at the heart of their organizations. They celebrate differences. Their meaning of diversification goes beyond race, creed, ethnicity and gender. When it is about taking up of flexible work or parental leave arrangements, managers conduct performance reviews and evaluations that neutralize impact of arrangements judiciously.

Cement Industry: According to a major player of the cement industry, their plants are at remote locations where traveling and work environment are challenging for females. However the company encourages females to join in all fields and areas based on merit. The company is proud to be an equal opportunity employer.

Figure 7: Question: What are the targets set for gender diversity policy?

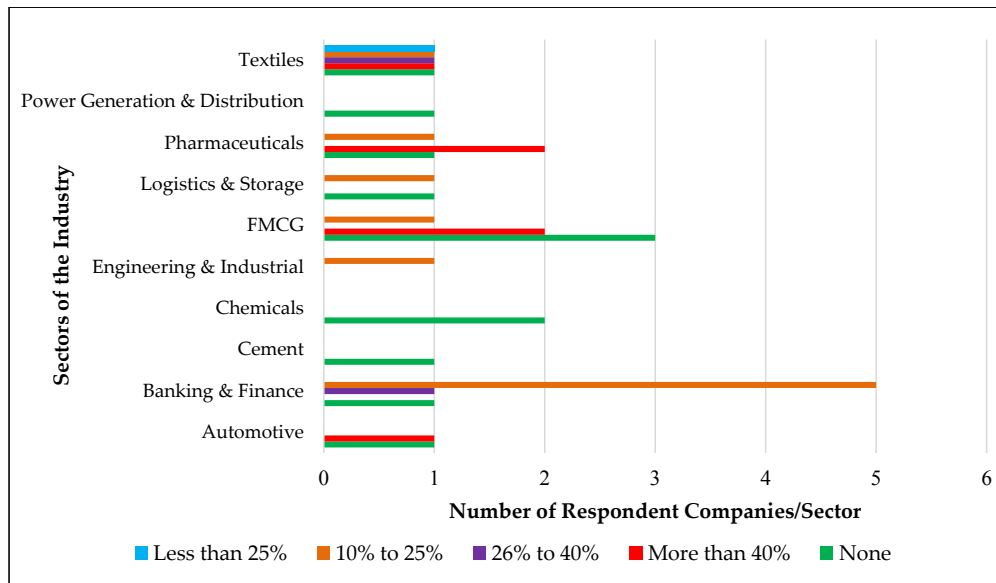
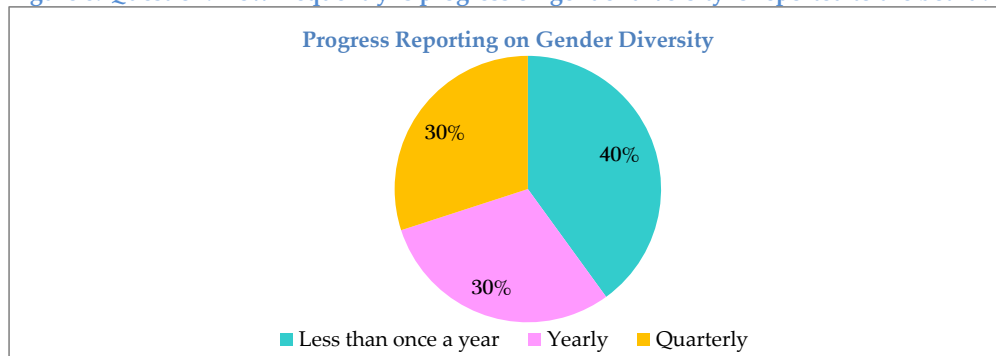
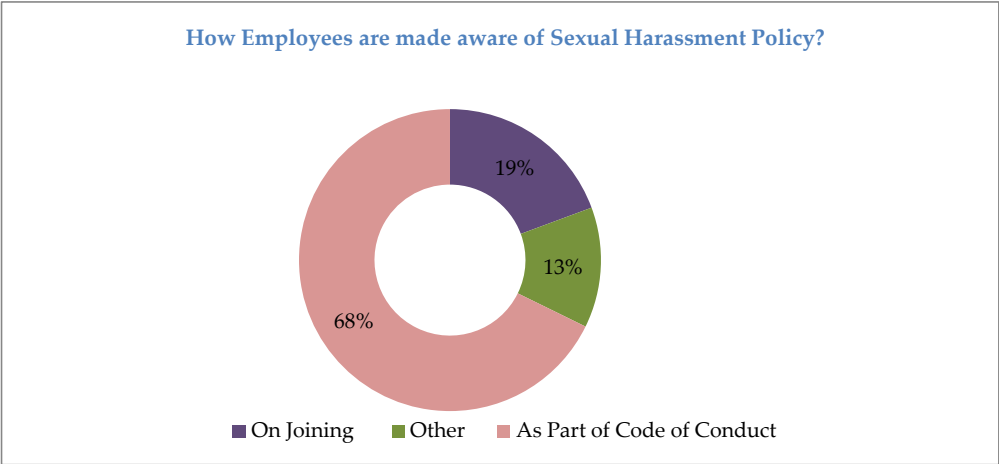


Figure 8: Question: How frequently is progress on gender diversity is reported to the board?



Respondents were asked of the availability of a ‘*policy against sexual harassment*’ and responses identify that the availability of such a policy is a general practice amongst all companies in PBC. When asked that how employees are made aware of this policy, most companies show that this is a part of the Code of Conduct, whilst only 19% of the company responded that it is on joining (Figure 9).

Figure 9: Question: How are Employees made aware of Sexual Harassment Policy?



In order to prevent and report sexual harassment to the maximum possible level, companies take various measures on their part. Some companies follow an Open Door Policy or Speak up Policy, where employees can go and file their concerns. The management ensures that strictest action is taken against any such employee who is guilty of the same. A leading tobacco manufacturer says that it maintains a compliance hotline, which helps to uncover sexual harassment problems earlier before they get worse. This hotline provides a range of options including an automated phone system, a live operator and web based request system. The name and identification of the caller is kept anonymous.

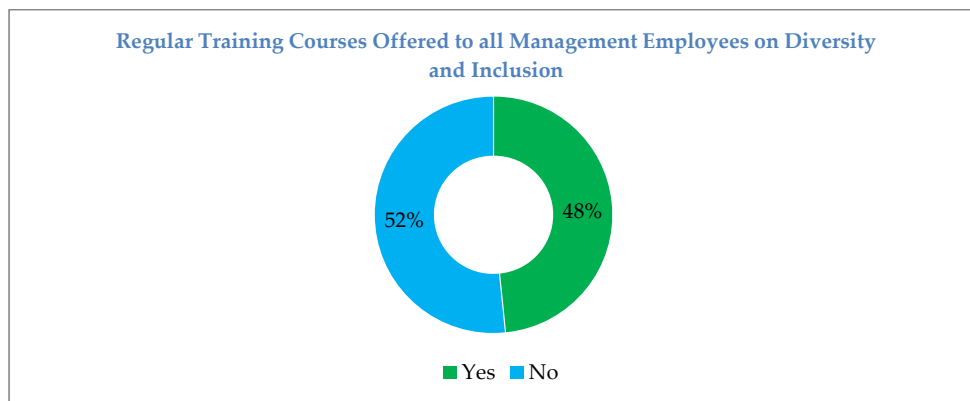
Companies also form sexual harassment committees, also known as grievance committees. It is usually a three to five member committee having at least one female, which is responsible to receive, analyze and evaluate the complaints on merit. Some companies also conduct awareness sessions regarding sexual harassment and even put up text of the relevant policy on notice boards in the office. Some organizations hire floor managers and install security cameras, which are helpful in taking action against any reported sexual harassment event.

A few banks have reported training on the sexual harassment policy is mandatory for all employees. Some respondents reported the policy has been made accessible to all employees by putting it on intranet web portal, whilst there is a prevalent practice of forming an inquiry committee which handles cases related to

sexual harassment. This committee has multidimensional functions and powers to receive complaints and order investigations to gather evidence followed by issuance of charge sheet.

When asked if the company offered '*regular training courses to all management employees on diversity and inclusion?*', approximately half of the respondent companies responded saying that they provide regular trainings to all management employees on diversity and inclusion. If this is connected to targets related to gender diversity, an active role must be played in the company to foster greater representation of women.

Figure 10: Question: Do You Offer Regular Training Courses to All Management Employees on Diversity and Inclusion?



In relation to company culture, various good practices are highlighted in both the terminology of the company policies and the implementation within the company. The survey also highlights that strategies vary and are specific to each company and not sector. Similarly, the issues faced by the company in improving gender diversity and make the workplace more inclusive will have to be looked at the company level.

IV. EQUAL PAY FOR EQUIVALENT WORK

Workplaces which provide equal pay for work of equal or comparable value regardless of gender are moving towards inclusive workplace. This section looks at:

- specific details of the equal opportunity policy within companies
- employers measure the pay gap between men and women

97% of the survey respondents from the Pakistan Business Council surveyed have a specific equal opportunity policy identifying this to be a general practice. This is not surprising to know given the nature of PBC companies as leading organizations within the company. However, more in-depth research is needed to uncover the effectiveness of the implementation of these policies.

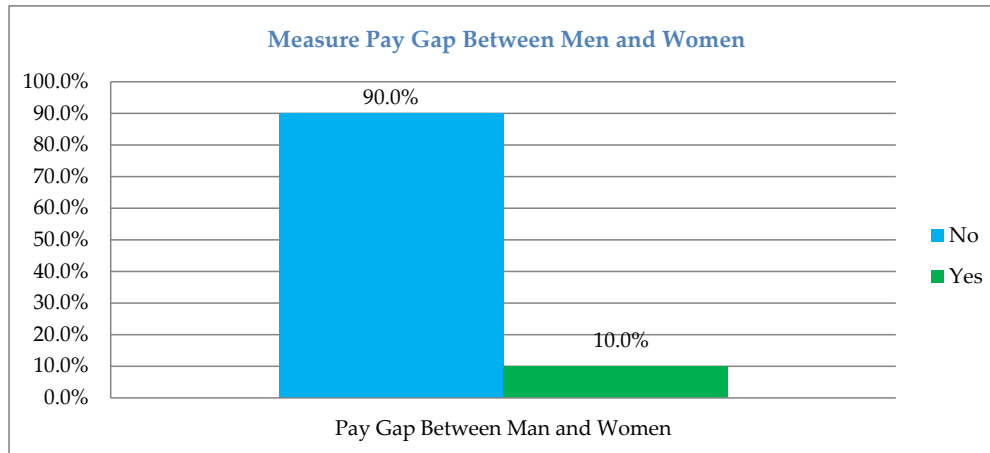
Key points of policies shared highlight irrelevance to gender in both Equal Pay Certification and Merit Based Policy. According to most FMCG and textile companies, the recruitment and selection process is an important part of their efforts to apply the equal opportunity employee policy. The companies report the designing of the processes ensures that applicants receive an equitable, fair and an objective treatment. They are committed to promote diversity in all areas of employment. They provide an inclusive and supportive element, where everyone feels valued, respected, safe and free of discrimination and harassment.

A leading bank further reports they ensure shortlisting of women for each job position advertised. The interview panel in the abovementioned organization comprises of at least one female member and all interview panelists must have undergone the gender sensitization training. The age of female candidates is up to 35 years as compared to 27 years for men for entry level positions. Similarly, a power generation company stated that they provide equal opportunity to all job applicants through clearly defined and consistently applied induction standards. They create a work environment where every employee has an equal opportunity to develop his or her skills and talents.

Some companies have even formed an Equality & Diversity Management Committee (EDC), which is responsible to facilitate and monitor this objective at all levels and attains annual objective of EDC as assigned by Board of Directors.

Companies were asked '*if the pay gap is measured between men and women*'. An affirmative response to this question was given by only three companies. This highlights the fact that the pay scale is based on position and functional responsibility and not gender specific. It must be noted this does not necessarily mean that a pay gap does not exist, but rather points towards lack of understanding of what this gap may look like. 90% of companies do not measure the gap which makes it difficult to identify if equal pay is available with equal opportunity in Pakistan.

Figure 11: Do you measure the pay gap between men and women?



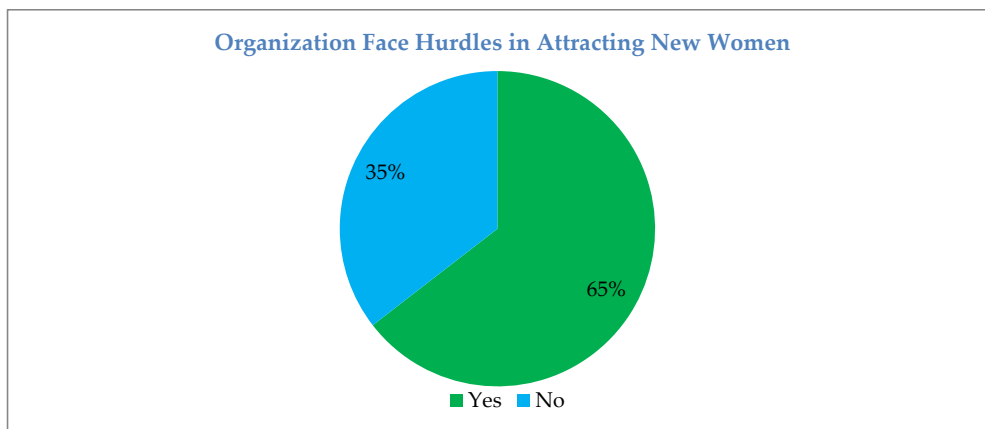
The responses given in this section highlight whilst good practice exists in ensuring women are given equal opportunity within the organization, there is currently a limited practice of measuring the pay gap. Both aspects need to be considered at the sector level to benchmark pay packages of similar companies. This will give an idea on what the actual pay is and if a gap exists across various sectors in Pakistan.

V. RECRUITMENT AND PROMOTION

The development of a pipeline of women leaders and role of promotion criteria is significant to the retention of female talent. The survey focused on finding out more about the hurdles faced in recruiting women in this section. Respondents were asked about:

- If the company faced any obstacles in recruiting new female employees
- The steps taken by the company for minimizing the hurdles
- How gender diversity is encouraged through specific promotion criteria in leadership positions
- The percentage of women in the talent pipeline

Figure 12: Question: Does your organization face any hurdles in attracting new women in employment (i.e. those with relevant skills, qualifications and experience)?



35% of the respondent companies, namely banks and a few FMCG companies in our survey sample responded that they do not face any hurdles in attracting new women in employment. However the survey also indicates 65% of respondent companies say that they face a number of hurdles in attracting new women in employment. Companies providing logistics and storage services, manufacturers of cement, chemicals and pharmaceutical products have identified that both working hours and remote location of plants and terminals are some of the hurdles they face while attracting female talent for employment. A leading textile manufacturer reports that companies which have a local brand name attract more female talent with respect to their own company which has an export orientated 'business to business' mode of selling.

In relation to responses to the survey question 'how can the hurdles be minimized, the textile group reports it removes barriers by creating awareness about the company as a global player and the provision of trainings

to unskilled women. A response from a leading FMCG company identifies employer branding as a method of attracting female talent in recruitment.

Other good practices highlighted for reducing the hurdles include the provision of transport and offering a more work-conducive environment to females. Offering facilities such as common rooms to relax during lunch break, a prayer area and a well-managed nursery are also measures which respondents have taken in reducing hurdles.

When asked to identify the '*promotion criteria which encourages gender diversity in leadership positions*', a diverse response has been received from the surveyed organizations. According to the banking and finance sector, promotions are purely based on an individual's performance and potential for future growth. However it can be seen in the talent pipeline (Table 3) that whilst banks currently have low diversity at senior levels, females are represented in promotion recommendations.

A pharmaceutical company has identified that promotions depend on performance/potential matrix. This decision is supported by a robust & transparent people system strategy and therefore, gender preferences are not acceptable in this system. A leading fertilizer manufacturer responded each employee is treated equally. Textile manufacturers encourage females for leadership roles, with particularly emphasis on managerial roles by offering training for women. Additionally pharmaceutical companies stated that they do not accept discrimination based on sex. Efforts are made through female leadership programs, coaching and counseling. According to a leading pharmaceutical company, they run a talent scout program, which is basically proactively sourcing and creating a talent pipeline. They set themselves a target of keeping 50-50 ratio in the sourced talent.

Figure 13: Question: Does your promotion criteria encourage gender diversity in leadership positions?

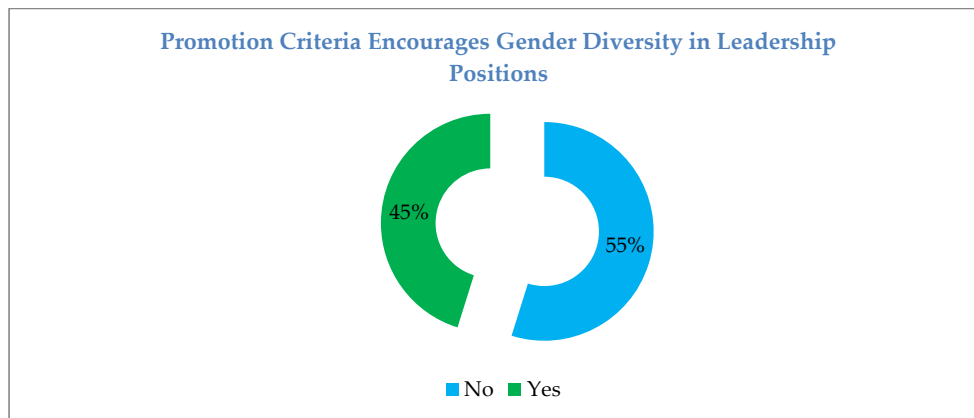


Table 3 shows the responses to the survey question asking the number of women in the pipeline at various levels of management. The responses seen show a varied response between sectors. If compared to global figures (with the exception of a few companies), this shows a weak pipeline of women in every sector, with the percentage of women dropping substantially at each stage of the pipeline. This means that while women are hired and start out in organization, very few make it to the top. Reasons for this are likely to be multifold – from problems related to women employees to lack of adequate investment into developing women to be leaders. While most companies adhere to an equal opportunity policy on paper in regards to recruitment and promotion, these figures question the effectiveness of those policies.

Table 3: Question: What is the percentage of women in your female talent pipeline at entry, manager, departmental head and C-suite levels?

Industry	Entry Level	Manager Level	Departmental Head	C-Suite Level
Automotive	85%	60%	20%	0%
Pharmaceutical	0 to 20%	4% to 70%	0% to 50%	0%
Banking & Finance	0 to 40%	2% to 20%	0.2% to 5%	0% to 1%
Textiles	0 to 50%	0 to 20%	0 to 10%	0 to 2.5%
Power Gen & Distribution	5%	5%	0%	0%
Cement	0 to 0.5%	0%	0%	0%
Chemicals	0%	0%	0%	0%
Engineering Products	3%	0%	0%	0%
FMCG	2%	0%	0%	0%
Logistics	15%	0%	0%	0%

In relation to recruitment and promotion, responses give an overall indication even in those companies which have gender diversity policies and targets, most companies face issues in recruiting and retaining women. Responses also indicate that whilst most companies have strategies which outline equal opportunities, few women are making it up the pipeline to top levels of management. It also indicates that whilst most companies have a gender diversity policy and targets, companies are still facing hurdles in retaining women.

VI. FLEXIBLE WORKING

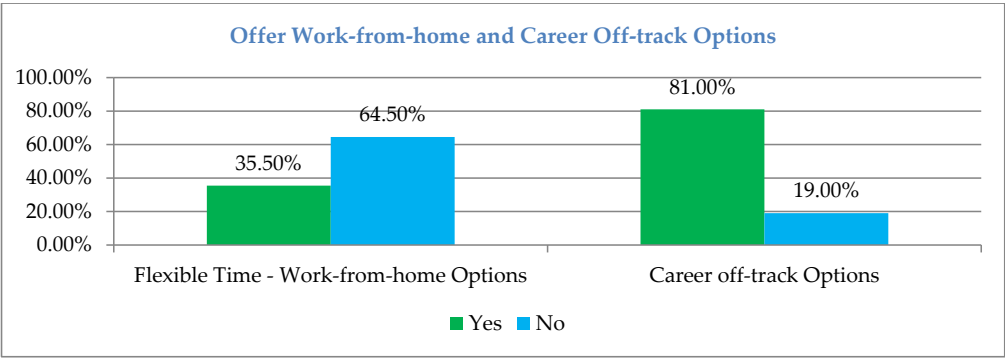
Flexible work schedules and the provision of maternity leave are known to increase women representation in the workplace. Organizations which have built in such practices are also able to retain employees inducted at entry level in the talent pool. This survey has looked to identify how such practices are present in the organization. Respondents have been asked about policies such as:

- the engagement of women on part time basis
- flexibility towards work-from-home or career off track options
- the duration and utilization of maternity leave
- the offering of paternity leave
- offering of a crèche

When asked about the '*percentage of women engaged on part time basis*', four of thirty one respondents to this survey have women employees engaged on part time basis. Out of the companies which responded, two companies almost a quarter of the women workforce is working on a part time basis, whilst two companies identified less than 5% of women are part time. The former included a leading bank and an automotive company who hire 20% and 25% respectively, whereas the latter included a pharmaceutical and a FMCG company. The actual figures need further study as it does not highlight whether the response is due to the unavailability of part time opportunities or because women do not avail the option.

Respondents were asked if '*employees were offered work-from-home and career off-track options*'. Flexible working and career off track options are two key interventions that can support in retaining women and helping them balance work and family responsibilities. It is encouraging to see that more than 80% of companies surveyed offer career off-track options. One third of the respondents also intimated work from home options. An exploration should be done on the extent to which this availed and the impact it has on women representation over the next few years.

Figure 14: Question: Do you offer flexible time and work-from-home options?



When asked about ‘the duration of maternity leave offered’, the findings identify that it is a general practice of offering up to 3 months, whilst some companies offer a longer time period of 3 to 6 months (Figure 14). Paternity leave is only offered by 4 companies which are multinational companies. This indicates that this is a global good practice. What is interesting is that this is also currently being utilized which shows there a need for the type of benefit is given (Figure 15).

Figure 15: Question: What is the duration of maternity leave offered?

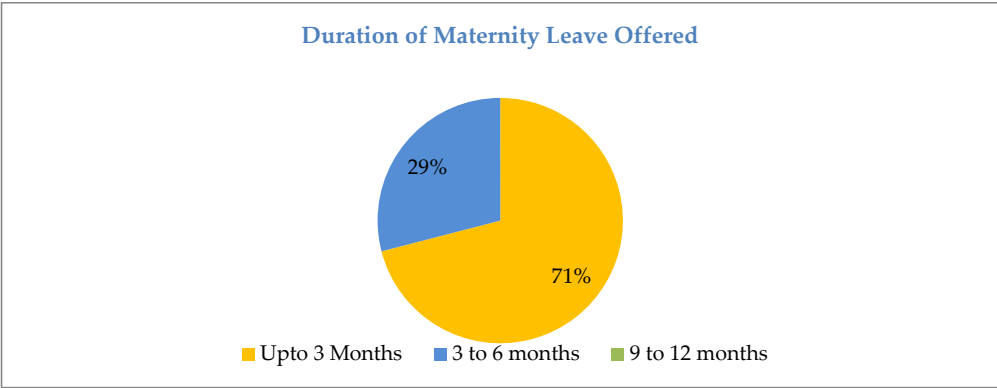
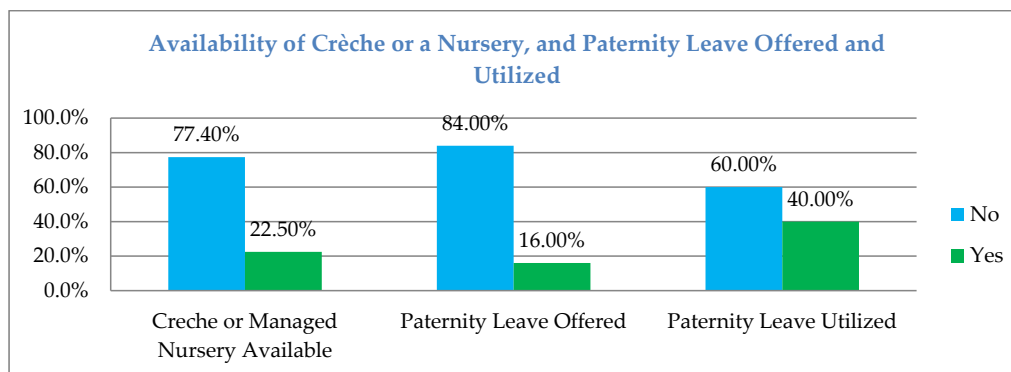


Figure 15 highlights two areas which can be considered good practice as types of benefits to increase gender representation in the workplace and assist women returning to work. The availability of a crèche or nursery is present in less than a quarter of the companies surveyed. In comparing this to the results of section 2, which

indicate the presence of gender diversity policy in the workplace – a greater active management rather than mere commitment by the companies will increase the numbers of women in the pipeline.

Figure 16: Availability of Crèche or a Nursery, and Paternity Leave Offered and Utilized



The company responses in this section highlight the need for more good practice in terms of the benefits offered. Flexible work timings and the availability of part time work opportunities need to be explored and linked to women representation. The maternity policy is a norm in the workplace, which has had little impact on increasing women representation in management. There is a need now to see how benefits such as facilities of a crèche or other practices are linked to women returning to work after marriage.

VII. LEADERSHIP DEVELOPMENT TRAINING AND MENTORING

Closing the gender gap means to offer women a level playing field. This means offering women support for development into leadership positions. Leadership training has become a general practice in all organizations. This section of the survey highlights development activities offered in companies specifically designed for women. Survey respondents are asked to identify:

- Development programmes for women
- Skills which organisations help develop
- The availability of mentoring schemes and role models available for women
- Training on gender diversity and inclusion for all employees
- Sourcing from women business organizations

Companies were asked if there are *'any development programmes for women'*. More than 50% of respondents gave an affirmative answer. The respondents of this survey mainly articulated the company approach on training considers gender diversity as one of the integral elements within their organizations.

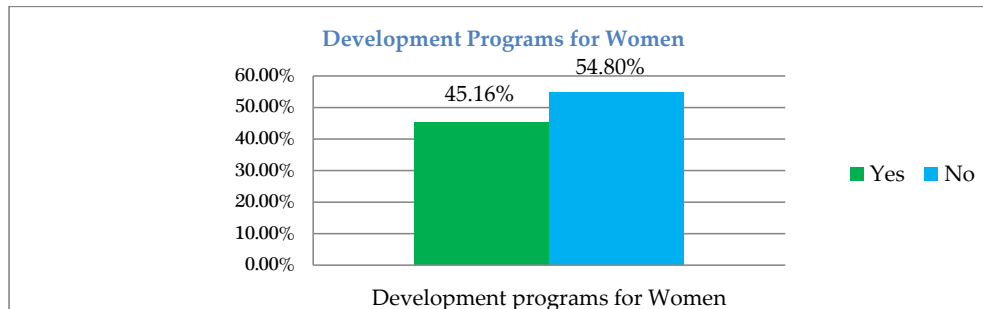
When these companies were asked *'what skills are you helping women to develop?'*, responses varied. Most skill development can be highlighted for entry level positions. Looking at the sector wise responses, textile manufacturers, for example, focus on skill development for sewing operators, machine operators, quality checkers and quality controllers. Trainings are arranged on industrial engineering, soft skills, product development and merchandising for the female workers. Some textile companies shared that they are focusing on women employees to develop winning attitude, attributes of a professional, confidence, managerial skills, corporate ethics and values.

FMCG companies engage their women employees in projects like 'Wibcon' and 'DARE', where they strive to practice leadership. Mentoring programs are on showcase for the overall development of women.

A chemical company response identified they offer training and development for professional grooming telephone operators to executive secretary position. The Banking and Finance sector emphasise on skill development for leadership, negotiations and professional grooming.

A number of companies responded no specific development courses are offered for women. The responses offered companies from the pharmaceutical sector surveyed believe there are no specific skills that are considered gender specific. The people development strategy in their organizations treats all employees equally and provides equal opportunities to grow.

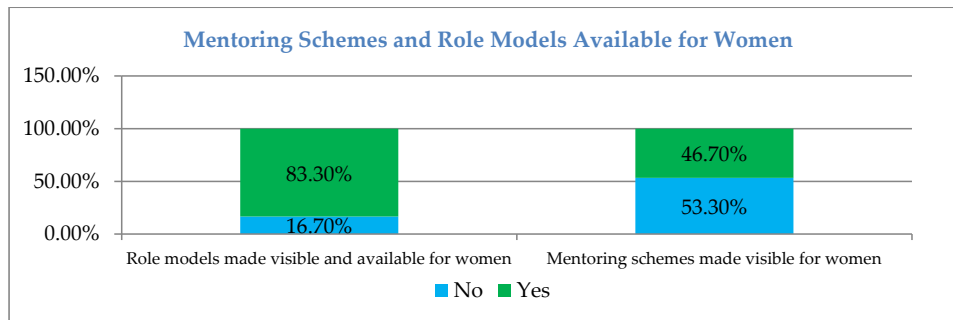
Figure 17: Question: Are there Any Development Programs for Women?



When asked ‘*Do you have any mentoring schemes and role models available for women?*’, approximately half of the respondents have mentoring schemes or networks available for women. Most of the FMCG companies, which responded to the survey, take pride in sharing that they are very active with organizations like the CIRCLE group which works on women’s empowerment through productive dialogue, brainstorming sessions and regular working groups. For example, a company is engaged in a project such as DARE, where the champions regulate and oversee DARE initiatives. At the same time, mentors are assigned from senior leadership team to these women to ensure they get the visibility, exposure and right advice to manage their careers. These companies believe that all employees after attaining a defined managerial level should be engaged in mentorship programs.

A textile manufacturer shared that they are implementing Mango Friend concept in the company to provide mentorship to workers at job floors. However no significant details were received from the banking sector except one saying, ‘*no structured program is in place at the moment but mentoring is provided on case to case basis.*’

Figure 18: Question: Do You Have Any Mentoring Schemes and Role Models Available For Women?



Companies were asked if *'they source from women business owners'*. Responses from six companies were received. Two textile manufacturers responded saying that they have upto 2% of women led businesses in their supply chain. A response from the pharmaceutical companies source 75% of corporate marketing content by companies which are led by women.

Table 4: Question: Do you Source from Women Business Owners? If so, please give percentage of Women led Businesses in Supply Chain

Industry	% of Women led Businesses in Supply Chain
1. Cement	1% to 2%
2. Chemicals	1% to 2%
3. Pharmaceutical	75% of corporate marketing contents
4. Textiles	1% to 2%
5. Banking & Finance	Training: 10%, Outsourcing: 20%

Responses to this section highlight varied responses from all companies. As this section looks at how policy out roles into practice, there is no generalised practice amongst companies. It is also interesting to note that while majority of companies seem to offer development programs for women, have mentorship and networks or make role models available, the results are not showing in the pipeline. Whilst not captured in the survey, most of the companies have involved women in the supply chain in the rural sector – in relation to dairy and the distribution of products. This points to a need to take a holistic approach to gender diversity with a focus on measuring effectiveness of programs and working with men and women employees to identify gaps and opportunities.

VIII. HOW DOES PAKISTAN COMPARE?

Labour force participation for women in Pakistan is 25% (World Bank, 2015) which is below that of other South Asian countries such as India (34%), Malaysia (59%) (World Bank, 2014). Bangladesh is a lot further ahead with a participation rate of 69% as is China at 82%.

a. Representation of women in companies

The underrepresentation of women in leadership and on corporate boards is an issue worldwide. Scandinavian countries lead the way on gender diversity on company boards with Norway having the highest rate of women at that level.

In terms of a global outlook, 23% of board members on Fortune 500 companies are women (Deloitte, 2016). Western Europe performs better than the US with women making up 32% of boards in major European indexes and 17% of executive committees. In the US, women's representation on boards is lower, standing at 19% (Mckinsey Women Matter, 2017).

Figures for Asia are much lower, with women only making up 6% of board seats in 10 major Asian markets in 2012 (Mckinsey). Female directors comprise only 8% of directors on the MSCI Emerging Markets Index companies (2014). However, several countries have made legal interventions to tackle this. India, for instance, requires companies to have at least one woman as director on their board.

Pakistan fares poorly in this area, both within Asia as well as beyond. This survey has shown that more than 50% of companies surveyed have no women on their boards, which seems to indicate that things haven't improved much since an ACCA study in 2010 found that 78% of KSE 100 companies have no women on their boards.

b. Gender gaps in Recruitment and promotion

Developing a pipeline of women talent and leaders is a key element of achieving gender equality in the workplace and to increasing women's representation at the top. Research by Catalyst has consistently shown the '*pyramid effect*' with women's representation dropping off at each level of seniority an organisation. For 2016 in S&P 500 companies, women represented 44.3% of all employees, which dropped to 36% at mid managerial level, 25% off at senior management, 19.9% at board level and only 5.8% at CEO level. Women also only represented 9.5% of top earners (Catalyst, 2017).

Similar figures are a lot harder to find for South Asia pointing to a research gap. The present study by PBC and CIRCLE has specifically explored the pipeline as a step towards filling this gap for Pakistan and the region. As seen in the findings in the recruitment and promotion section above, the companies surveyed have a severely weak pipeline with the '*pyramid*' being specially steep and women being less and less represented, the higher the position.

c. Human resource management in relation to equal pay/equal opportunity

In research conducted by Accenture in 2016, it has been identified a woman earns an average \$100 for every \$140 a man earns. The report '*Getting to Equal 2017*' goes on to highlight this figure does not take into account the additional unpaid work performed by women. The pay gap is a major issue world over but collection and monitoring of data on this is key in identifying the problem and tackling it. Our survey has found that only 10% of companies measure the pay gap. This means that on a macro level, it is difficult to have an idea of what this gap looks like for Pakistan and an important first step is to ensure that data on the pay gap is collected by companies.

d. Training and Development related to women

According to McKinsey (2010), companies across the world spend up to \$100 billion on training and development for staff and this has increasingly included specialized programs for women including leadership training, mentoring and sponsorship, networks and more. Companies like McKinsey, Accenture and Catalyst bring together much best practice on this front from across the world – an exploration of which can be beneficial in identifying interventions that can be adopted and adapted for Pakistan.

Training to improve gender diversity does not simply mean targeting women. Research has found that counter-stereotyping training can have an impact on reducing biases and discrimination (Bertrand and Duflo, 2016) pointing to the importance of specific training that aims to reduce gender stereotypes in the workplace. Examples of this include training on unconscious bias, men as allies, recognizing stereotypes.

Women remain underrepresented the world over, both in jobs within supply functions of organisations and as business owners that form companies supply chains. Globally, 70% - 80% of positions in supply chains are held by men (Fronetics, 2016) and WeConnect International estimates that on average, less than 1% of global corporate or government spend is on women-led businesses. However, there is growing focus on supplier diversity as a key tool in improving women's economic status while also diversifying companies' chains. A coalition of 21 partners has announced a commitment to source \$1.5 billion from women-owned business by 2018 (Devex Impact 2013) and several leading multinational companies such as Coca-Cola Company, Walmart have specific initiatives to source from women-led businesses and increase women in their supply chains.

IX. RECOMMENDATIONS AND CONCLUSIONS

The purpose of this survey is to set the context in establishing a baseline to identify how the major companies in Pakistan stand on gender equality and where Pakistan stands in the global context, compared to countries in the region as well as beyond.

A key focus of this research has been to identify what the pipeline of women leaders looks like in Pakistan, and what companies are doing to develop their women leaders and whether they value gender diversity as a key business goal. A clear business case exists for women in middle management positions, top management positions and in leading organizations. To develop and sustain the pipeline, there is a need to develop an understanding of the barriers which exist for women.

The study makes it clear there is a disparity between women and men reaching the highest echelons of an organisation. The *'pyramid effect'* identified by Catalyst as a visual representation of the women pipeline is even steeper in Pakistan with representation of women falling steeply at each level and being almost negligible at CEO and board level.

McKinsey research points to persistence, role of CEOs and holistic approaches to gender diversity practices as the three key game changers for improving gender diversity in the corporate world (Women Matter, 2016). Currently, 54% of companies surveyed make development programs available for women and 83% say that role models and mentors are made visible. This is a good sign but does not automatically translate into concrete results as our own survey as well as existing research has shown. Implementation, design of interventions and championing of the cause from the top is essential in ensuring practices are effective and show results. We found that about 50% of companies surveyed have gender diversity as a key goal, indicating that companies in Pakistan are beginning to recognise the value and importance of inclusiveness and gender equality as a business objective.

The results of the present survey also show trends that both women and men have equal opportunities in remuneration and promotion, if the numbers of women in management are lower – this points to identify women need additional support to enable them to take up the opportunities. In a study conducted by the International Labor Organization (ILO), three barriers to women leadership were identified: the lack of role models for women, sociocultural barriers related to gender stereotypes and the role assigned by society to the respective gender.

In considering the socio cultural issues, there is a need to consider the facilities offered by society. The high cost of adequate transportation to and from work, in addition to the commute times is a major deterrent for women. Whilst a crèche might give support to women with toddlers, there is also an issue of managing children at an older age. Additionally school timings for children are such in most primary schools that it will be hard for mothers to even take on part time opportunities. The corporate sector can perhaps engage with other stakeholders to provide a ground for easing the pressures on women. This may increase women returning to work after marriage and result in a better representation of women in higher management.

Research has repeatedly found that investing in women and in gender equality is not just the right thing to do, but also a smart business decision. McKinsey has found that gender parity would add \$28 to the global economy by 2025 and women's economic empowerment will increase size of Pakistan's economy by 30% (The News, 2017). Through this survey, PBC and CIRCLE have established baseline figures as well as identified best practices and presented recommendations to support companies in Pakistan to move towards this goal.

Through analysis of the data collected and reviewing of best practices, PBC and CIRCLE present the following recommendations:

- **Active management approach** - A commitment has been seen to gender diversity by PBC companies at a number of levels, an active approach to managing gender diversity by looking closely at the issues will bring out better representation.
- **Developing the pipeline** – a holistic, persistent view should be taken towards programs aimed at developing women leaders. Employees should be engaged on measuring effectiveness of these programs and involved in their design, and effort should be made to align them with other interventions.
- **Measuring the pay gap** – All companies should be legally required to measure and report on the pay gap, allowing for a better understanding of where we stand and what the gaps and opportunities are.
- **Retaining women** – Options for flexible working hours, on-site crèche, part time work and career off track should be made available more regularly and research should be carried out to measure their effectiveness and put implementation best practices in place.
- **Women on boards** – Having more women on boards is good for the bottom line. Effectiveness of introducing a quota for women on boards should be explored, looking at models such as India and Norway.

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Appendix 1: Survey Questions

Gender Diversity in Business Sector of Pakistan

Responses were accepted until February 23 2017.

This survey is undertaken by the Pakistan Business Council (PBC) in collaboration with CIRCLE Pakistan to map gender diversity in the workplace.

We encourage any of the following to fill out this survey on behalf of the company:

- Chief Executive Officer
- Head of HR

We appreciate your feedback. The survey should not take more than 15-20 mins. (You may also complete the survey in parts by saving your answers and returning to the survey later). Your views will be kept strictly confidential.

* Required

1. Email address *

2. Company Name *

3. Designation of the Respondent *

4. What is the legal status of your company? *

Mark only one oval.

- ☐ Listed
☐ State-Owned
☐ Non-Listed (Pvt) Ltd

5. What is the percentage level of women employees in your company? *

Mark only one oval.

- ☐ Less than 10%
- ☐ 100/0 to 250/0
- ☐ 26% to 40%
- ☐ More than 40%
- ☐ None

Part 1 — “Board Practices”

6. What is the industry of the company that you are most closely identified with?

Mark only one oval.

- ☐ Automotive
- ☐ Banking & Finance
- ☐ Cement Chemicals
- ☐ Power Generation & Distribution
- ☐ Engineering & Industrial Products
- ☐ Fertilizer
- ☐ Food & Consumer Products
- ☐ Insurance
- ☐ Petroleum
- ☐ Pharmaceuticals
- ☐ Textiles
- ☐ Logistics & Storage
- ☐ Utilities
- ☐ Other

7. Please provide the board size and number of directors on your board that are female (kindly use commas in between the values).

8. Please provide the number of female executive, non-executive and non-executive independent directors on board (kindly use commas in between the values).

9. Is gender diversity highlighted as one of your top five core business goals?

Mark only one oval.

☐ Yes

☐ No

10. If yes to the above, please specify the text of your gender diversity policy here:

11. Please specify if your organization has faced any difficulties in the implementation of the above.

12. What are the targets set for gender diversity policy?

** Mark only one oval.*

☐ Less than 10%

☐ 10% to 25%

☐ 26% to 40%

☐ More than 40% None

13. How frequently progress on gender diversity is reported to the board?

** Mark only one oval.*

☐ Less than once a year

☐ Yearly

☐ Quarterly

Part 2 — “Policies”

14. Does your company have a specific equal opportunity policy?

** Mark only one oval.*

☐ Yes

☐ No

15. If yes to the above, please provide key points of the policy.

16. Do you have a specific policy against sexual harassment?

** Mark only one oval.*

☐ Yes

☐ No

17. If yes to the above, how are the employees made aware of this policy?

Mark only one oval.

☐ On joining cip

☐ As part of code of conduct

☐ Other

18. What are the measures in place to prevent and report sexual harassment? *

19. Do you offer flexible time and work-from-home options?

** Mark only one oval.*

☐ Yes

☐ No

20. Do you offer career off-track options?

** Mark only one oval.*

- ☐ Yes
☐ No

21. What is the duration of maternity leave offered?

** Mark only one oval.*

- ☐ Upto 3 months
☐ 3to 6 months
☐ 9 to 12 months

22. Is there a crèche or managed nursery available at work?

** Mark only one oval.*

- ☐ Yes
☐ No

23. Is there a paternity leave offered?

** Mark only one oval.*

- ☐ Yes
☐ No

24. If yes to the above, is it utilized? Mark only one oval.

- ☐ Yes
☐ No

25. Does your organization face any hurdles in attracting new women in employment (i.e. those with relevant skills, qualifications and experience)?

Mark only one oval.

- ☐ Yes
☐ No

26. If yes to the above, how can these hurdles be minimized?

27. Does your promotion criteria encourage gender diversity in leadership positions?

Mark only one oval.

☐ Yes

☐ No

28. If yes to the above, please elaborate on how.

Part 3 - “Representation and Operations”

29. What percentage of women employees are engaged on a part time basis?

30. What is the total percentage of women at entry, manager, departmental head and C-suite levels?(kindly use commas in between the values)

31. What is the percentage of women in your female talent pipeline at entry, manager, departmental head and C-suite levels (kindly use commas in between the values)?

32. Do you measure the pay gap between men and women?

Mark only one oval.

☐ Yes

☐ No

33. If yes to the above, please specify the mechanism and the figures.

34. Do you source from women business owners?

Mark only one oval.

☐ Yes

☐ No

35. If yes to the above, what is the percentage of women led businesses in your supply chain?

Part 4 - “Training and Development”

36. Do you have development programs specifically for women?

Mark only one oval.

☐ Yes

☐ No

37. If yes to the above, please provide the skills you are helping women develop.

38. Are role models made visible and available for women?

Mark only one oval.

☐ Yes

☐ No

39. Are there any mentoring schemes or networks that are made available for women?

Mark only one oval.

☐ Yes

☐ No

40. If yes to the above, please provide details.

41. Do you offer regular training courses to all management employees on diversity and inclusion?

Mark only one oval.

☐ Yes

☐ No



THE PAKISTAN BUSINESS COUNCIL
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