



Women for Board Allies

“Envisioning the future we must demonstrate now, a vital-responsible and all inclusive role for woman leaders in the journey towards sustainable development goals of family, business, climate and community. Our purpose is to accelerate participation, consolidate and direct Women Leaders on the professional map. In search of the “moonshot”!”

MUSHARAF HAI

Former CEO
Unilever & L'Oreal
Pakistan



Message by CEO

Zahid Mubarik

CEO
HR Metrics

It is our privilege to communicate a milestone in the development of Women Leaders for Board Positions and future talent for Pakistan. To recap, on 25 September 2015, the Sustainable Development Goals (SDGs) were adopted by 193 member countries of the United Nations. The key objective of “2030 Agenda, a plan of Action for People, Planet, Prosperity, Peace, and Partnership” was to promote SDG actions.

Out of 17 SDGs, six focus on diversity and inclusion through effective, accountable and inclusive institutions. In McKinsey’s 2020 report: Diversity Wins - How Inclusion Matters, analysts found that, “Companies in the top quartile for gender diversity on their executive teams were 25 percent more likely to experience above-average profitability than companies in the fourth quartile”. This correlation advocates a strong business case for diversity and inclusion.

Future-focused organizations have articulated goals to ensure long-term sustainability of our planet and the people. Stakeholders are becoming more globally diverse and networked, as organizations are increasingly mobile in managing their teams, supply chains, shared services and operational processes.

To achieve excellence, leaders need to adopt inclusive and collaborative approaches to their management strategies that reflect a variety of perspectives, cognitive, cultural and linguistic differences in their decision process. Diversity Hub-HR Metrics is leading an initiative to develop a directory of women leaders for senior management roles, aptly called the WOMEN FOR BOARD ALLIES. Its mission is to:

- Identify high quality women leaders with functional expertise and wide range of experience which merits board director and leadership role.
- Advocate and empower women by raising awareness of organizations regarding social and economic benefits of gender diversity at board level.
- Engage and support companies to achieve Sustainable Development goals
- Comply with SECP directives regarding women membership on boards.
- Promote coaching, mentoring and networking opportunities to potential leaders.

WFB Allies has prepared a directory of capable women who are candidates for board positions. It is in no way presumed to be an exhaustive list but developed on the basis of women known in the industry for their achievements and wide range of diverse experience. The first version of WFB Directory contains 40 women of substance.. In the next phase, we will expand it to include 100+ women leaders.

The Steering Committee has planned a meeting on 8th September 2022 at Board Room National Bank of Pakistan, Head Office Karachi. The objective is to engage board leaders to unveil the directory, reiterate the importance of gender diversity at board level and to seek further insights and ideas. I congratulate Steering Committee for this success. We know you are believers in the cause. We need solidarity and a collaborative effort to define the moment and create the difference.

A Directory of Women Leaders for Boards



Fatima Asad-Said

CEO
Abacus Consulting
Technology Limited



Jehan Ara

Founder & CEO
Katalyst Labs (SMC)
Private Ltd.



Maleeha Mimi Bangash Moneeza Usman Butt

Technical Expert:(Digital Banking,
SME, Green Finance, Gender. IFC
(World Bank Group)



Partner
KPMG Taseer Hadi & Co.,
Chartered Accountants



Tahira Raza

Board Director
Habib Metropolitan Bank



Maheen Rahman

Chief Executive Officer
Infra Zamin Pakistan Limited



Musharaf Hai

Former CEO
Unilever and L'Oréal
Pakistan



Asma Shaikh

Chief Human Resource Officer
National Bank of Pakistan



Kholah Yaruq Malik

Dean of Academics and
Internationalisation
TMUC



Ayesha Khan

Chief Sustainability Officer
& Country Director
Hashoo Group



Mehnaz Kaludi

CEO
Terry Tex International



Rehana Ahmed

Board Chair
Greenstar Social
Marketing



Sahibzadi Mahin Khan

CEO
Mahin Khan & Co.



Shaista Ayesha

CEO
SEED Ventures



Amna Hasan

Country Head Investment Banking
and Financial Institutions
Askari Bank



Ayesha Chowdhry

Senior Manager, Officer on
Special Duty
Pakistan Petroleum Limited



Hina Arshad

Principal
The Millennium Education



Iffat Nigar

Country Head Islamic CCIB Pakistan
Standard Chartered Bank
Pakistan Limited



Dr. Irum Saba

Associate Professor and
Program Director – MS IBF
Institute of Business Administration



Lalarukh Hussain-Shaikh

Head of Legal and
Company Secretary
Shell Pakistan Limited

A Directory of Women Leaders for Boards



Madiha Khalid

Director Human Resources
Shell Pakistan Limited



Mehvish Waliqy

Chief Operating Officer
AlKaram Studio



Nasreen Rashid

International Consultant on
DRF and Inclusive Insurance



Naushaba Shahzad

Group Head - Inclusive
Development Group
National Bank of Pakistan



Naz Khan

Chief Strategy Officer
K-Electric Limited



Navin Merchant

Principal Partner
Merchant Law Associates



Dr. Sadia Nadeem

Professor
FAST School of Management,
NUCES FAST University



Saima Zafar

Director – Deputy Head
Service Quality
Telenor Microfinance Bank Ltd



Saira Nasir

Managing Partner -Board
and Governance
THK Associates (Pvt) Ltd



Samia Liaquat Ali Khan

Senior Advisor – Program
Design and Impact Investing



Shahana Ahmed Ali

Consultant
Legal & Governance



Shar Bano

Head Digital Customer Experience
Habib Bank Limited



Syeda Shehrbano Kazim

Chief of Staff
Cheetay Logistics



Tayyaba Rasheed

Head Investment Banking Group
Faysal Bank Limited



Zeba Shafi

Program Director
Developments in Literacy
(DIL)



Prof. Dr. Fakhara Rizwan

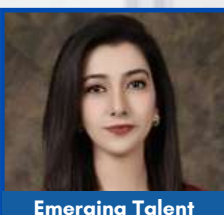
Company Secretary and Chief Legal
& Corporate Affairs
Pakistan Stock Exchange Limited



Emerging Talent

Farheen Irfan

Chief Operating Officer
ACT Engineering Services



Emerging Talent

Kanza Afzal

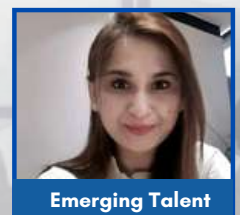
Chief of Staff to the
Vice Chairman
Engro Corporation



Emerging Talent

Ramisha Saleem

Head of Growth & Operations,
Terry Tex International,
CEO MK Textiles LLC.



Emerging Talent

Salima Hemani

General Manager -
Sustainability
Engro Corporation



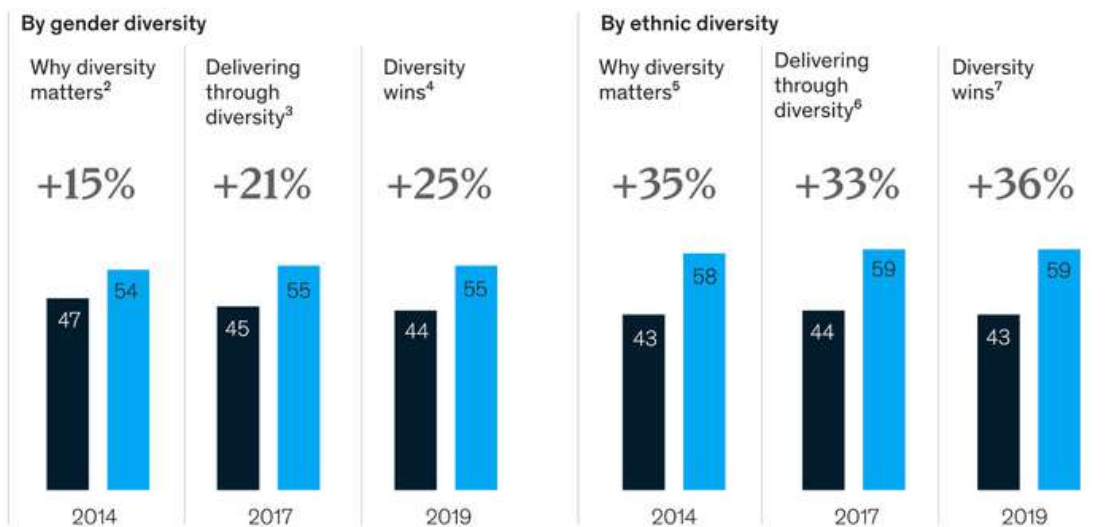
Business Case for Diversity

Corporate boards across the world have traditionally been male-dominated. A growing body of international research shows that the presence of women on boards and in business leadership can have positive effects on the management, financial and social performance of companies. According to McKinsey & Company 2019 research, companies in the top-quartile for gender diversity on executive teams were 25 percent more likely to have above-average profitability than companies in the fourth quartile. Sustainable Development Goal number 5 calls for gender equality for economic growth. Environment, Social and Governance (ESG) disclosure framework across the world emphasises gender quality to ensure long term sustainability of organizations and the world.

The business case for diversity in executive teams remains strong.

Likelihood of financial outperformance,¹ %

■ Bottom quartile ■ Top quartile



¹Likelihood of financial outperformance vs the national industry median; p-value <0.05, except 2014 data where p-value <0.1. ²n = 383; Latin America, UK, and US; earnings before interest and taxes (EBIT) margin 2010–13. ³n = 991; Australia, Brazil, France, Germany, India, Japan, Mexico, Nigeria, Singapore, South Africa, UK, and US; EBIT margin 2011–15. ⁴n = 1,039; 2017 companies for which gender data available in 2019, plus Denmark, Norway, and Sweden; EBIT margin 2014–18. ⁵n = 364; Latin America, UK, and US; EBIT margin 2010–13. ⁶n = 589; Brazil, Mexico, Singapore, South Africa, UK, and US; EBIT margin 2011–15. ⁷n = 533; Brazil, Mexico, Nigeria, Singapore, South Africa, UK, and US, where ethnicity data available in 2019; EBIT margin 2014–18.
Source: Diversity Wins data set

Pakistan's Scenario

As per Pakistan Companies Act 2017, public interest companies to have at least one woman director within three years. According to 2020 research by Securities and Exchange Commission of Pakistan, women directors have increased by 3% (8.8% in 2017 to 12% in 2019) (increased to 14.4% in 2021). Considering that the percentage remained almost constant between 2015 and 2017, the increase seems to have been driven by the introduction of the 2017 Regulations. The Regulations also seem to have caused a proportionate increase in the number of female independent directors. In 2015 and 2017, the number of such directors was almost constant, at 9% and 8.8% respectively; however, it has increased to 12% in 2019 (14.4% :2021). At the same time the number of Chairwomen increased from 24 to 33 (43 in 2021). However, it was disconcerting to note the downward trend in the number of senior women occupying C-suite positions and this has direct implications for the lack of a healthy corporate pipeline of future business leaders.

According to Ms. Sadia Khan Commissioner Securities and Exchange Commission of Pakistan, it is encouraging to see that 83% of public interest companies' boards now have women on board and it is hoped that remaining companies will also meet this obligation in near future.



SADIA KHAN
Commissioner
SECP



FARRUKH H SABZWARI
Former Commissioner
SECP



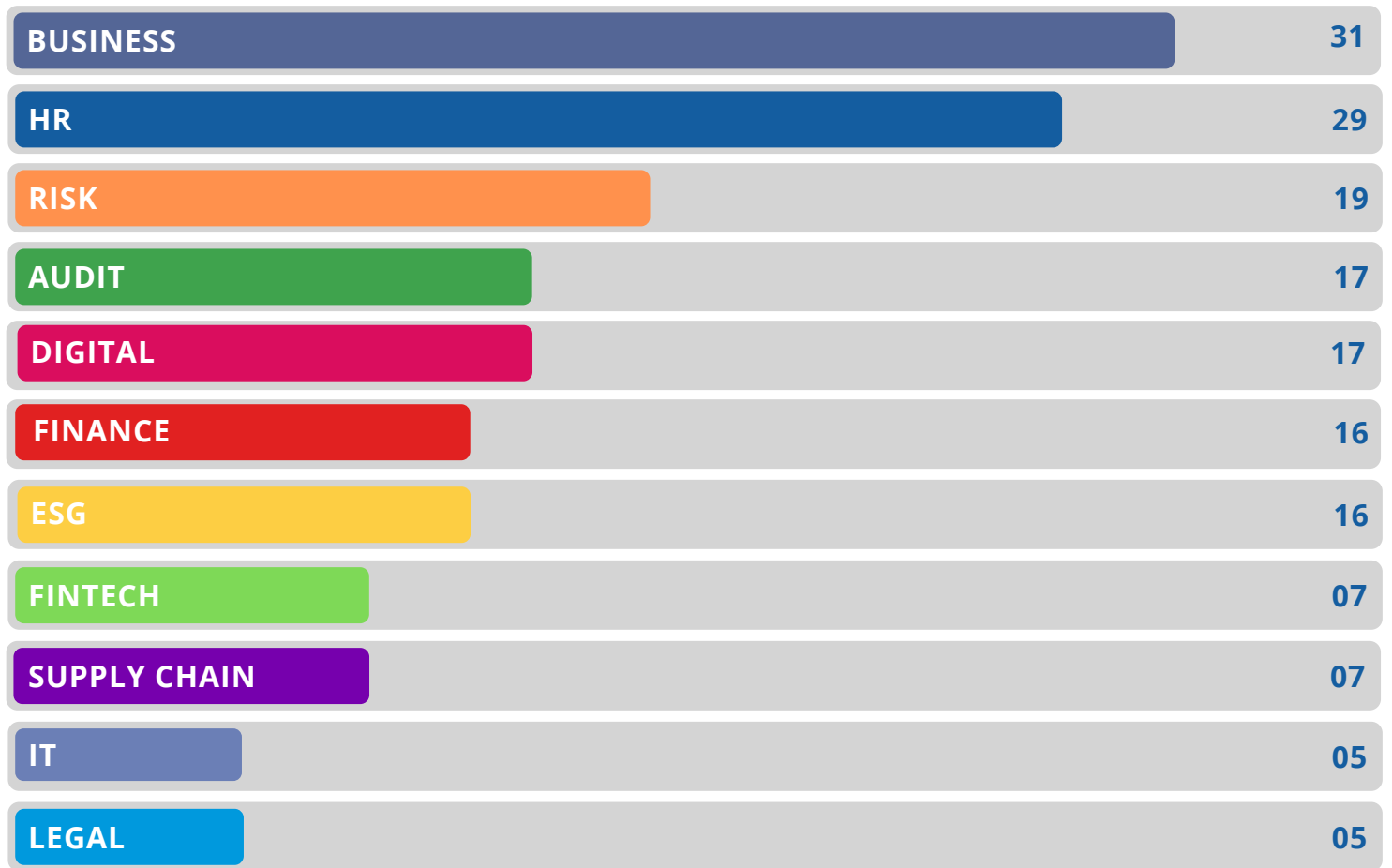
Women for Board Allies Goals

- Provide high quality women leaders for Board positions in compliance with SECP Companies Act 2017.
- Carry out advocacy on gender equality to reinforce Pakistan's Constitution article 27 regarding equal opportunities.
- Facilitate companies on gender diversity to achieve Sustainable Development goal 5.
- Promote coaching, mentoring support to potential leaders.

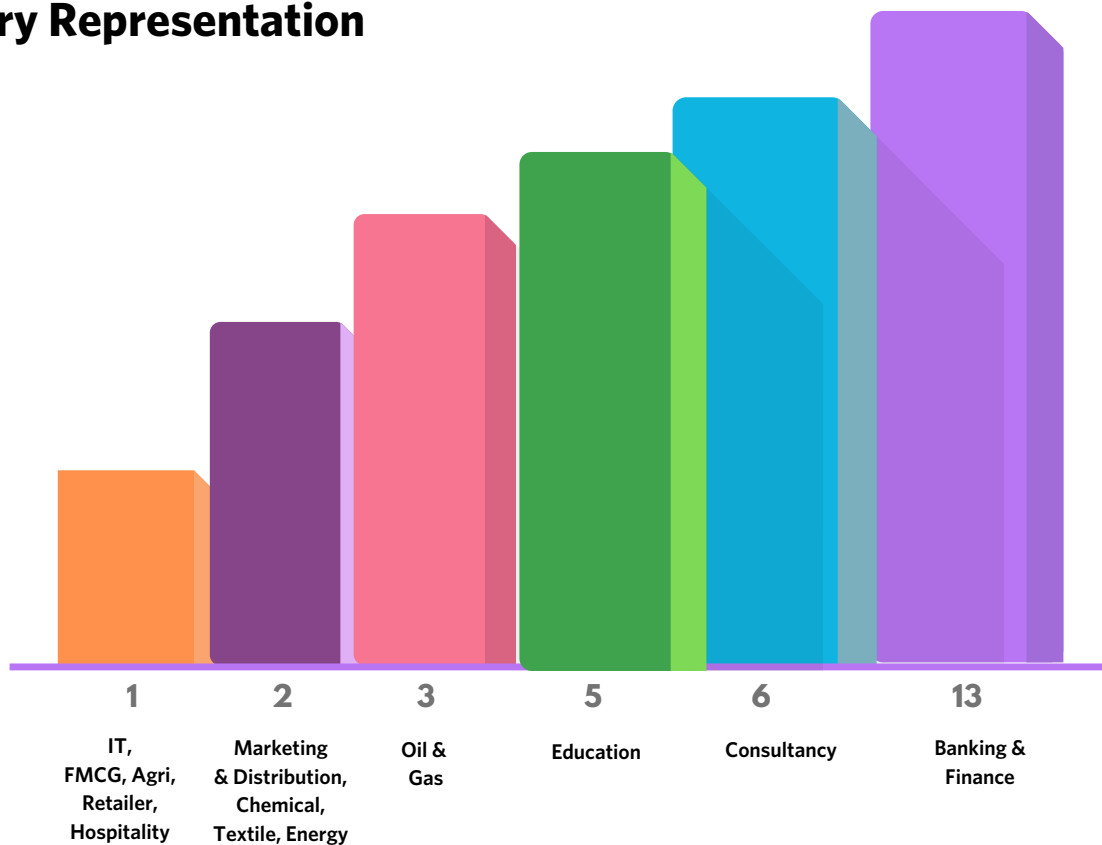
Who is eligible for WFB Directory

Women serving on boards as well as C-suite positions are eligible to be part of WFB directory

Competency Inventory of Women for Board



Industry Representation



Served at Following Boards

- | | | | |
|----|---|----|--|
| 01 | Aga Khan Social Welfare Board | 24 | P@SHA, Central Depository Company |
| 02 | Aga Khan University Hospital | 25 | Pakistan Human Development Fund |
| 03 | All Pakistan Women's Association | 26 | Pakistan Petroleum |
| 04 | Aman Healthcare Services; Pakistan | 27 | Pakistan Stock Exchange |
| 05 | Aman Institute of Vocational Training | 28 | Rizq |
| 06 | Arif Habib Dolmen REIT Management Ltd | 29 | Shell Pakistan |
| 07 | Bolo Bhi | 30 | SME Leasing Limited |
| 08 | Boltay Huroof | 31 | Society for Training & Development |
| 09 | DHA Cogen | 32 | SZABIST Institute for Management Sciences |
| 10 | Engro Fertilizer | 33 | TAG Fintech |
| 11 | Engro Polymer | 34 | UBL Fund Managers |
| 12 | Entrepreneurship and Youth Development Society | 35 | Universal Terminals (Private) Limited |
| 13 | Fauji Fertilizer Bin Qasim | 36 | NACG-Pakistan Chapter of SAIVEC |
| 14 | First Women Bank Limited | 37 | Pakistan Textile City |
| 15 | Habib Bank Limited | 38 | Naymat Collateral Management Limited |
| 16 | Institute of Business Administration | 39 | Inbox Business Technologies Ltd. (System Integrator) |
| 17 | Kidney Centre | 40 | AIESEC Karachi (Youth led Initiative on Cultural Exchange) |
| 18 | Lahore University of Management Sciences | 41 | Agha Khan Foundation |
| 19 | Lomen Fabrics Limited | 42 | Agha Khan Education Board |
| 20 | Member of the APAC Content Advisory Board TikTok | 43 | Agha Khan Housing Board |
| 21 | National Institutional Facilitation Technologies | 44 | Agha Khan International Conciliation and Arbitration Board |
| 22 | National Investment Trust Limited | 45 | Special Technology Zones Authority, Government of Pakistan |
| 23 | Overseas Investors Chamber of Commerce & Industry | 46 | Mutual Funds Association of Pakistan (MUFAP) |
| | | 47 | Investment Committee - Pakistan Institute of Corporate Governance (PICG) |

Serving at Following Boards

- | | | | | | |
|----|--------------------------------------|----|--|----|--|
| 01 | AAHUNG | 26 | Green Star Social Marketing | 52 | Population Services International (DC) |
| 02 | Abacus Consulting Pvt Limited | 27 | Greenstar Social Marketing (Pvt) | 53 | Population Services Kenya East Africa |
| 03 | Abacus Consulting Technology | 28 | Habib Insurance Company Limited | 54 | Power Cement Limited |
| 04 | Abacus ELS Pvt Limited | 29 | Habib Metropolitan Bank | 55 | Punjab IT Board |
| 05 | Aga Khan National Council | 30 | Habib University | 56 | Sadaqat Group |
| 06 | Aisha Steel Mills Limited | 31 | Institute of Development and Economic Alternatives | 57 | Sahil (Child Protection NGO) |
| 07 | Allied Rental Modaraba | 32 | Kaarvan Crafts Foundation | 58 | Saudi Pak Insurance Company |
| 08 | Bata Pakistan Limited | 33 | Kashf Foundation | 59 | Services Fabrics Limited |
| 09 | Central Depository Company (CDC) | 34 | Katalyst Labs | 60 | Services Global Footwear Limited |
| 10 | Cherat Cement Company Limited | 35 | KE Venture Company (Pvt) Ltd | 61 | Shell Energy Pakistan Limited |
| 11 | Cordoba Logistics & Ventures Limited | 36 | KP Social Development Foundation | 62 | Shell Livewire Trust |
| 12 | Damen Support Program | 37 | K-Solar | 63 | Shell Pakistan Limited |
| 13 | Digital Custodian Company Limited | 38 | Lahore University of Management Sciences (LUMS) | 64 | Thardeep Microfinance Foundation |
| 14 | Din Textile Mills Limited | 39 | National Business Education Accreditation Council | 65 | The Rotary Club of Karachi |
| 15 | Employers Federation of Pakistan | 40 | National Investment Trust Limited (NITL) | 66 | TIK TOK |
| 16 | Fauji Fertilizer Bin Qasim Limited | 41 | Nishat Power Limited | 67 | United Brands Limited |
| 17 | Faysal Bank Limited | 42 | Nodebook Private Limited | 68 | Unity Foods Limited |
| 18 | First Governing Board FP 2030 | 43 | Pakistan Center for Philanthropy | 69 | Women Chamber of Commerce & Industry Korangi |
| 19 | Ghani Chemicals Industries Limited | 44 | Hunar Tech | 70 | Salaam Takaful Limited |
| 20 | Climate Action Network South Asia | 45 | Shine Pkus | 71 | First Habib Modaraba |
| 21 | Hashoo Foundation | 46 | Pakistan Institute of Corporate Governance | 72 | Salaam Takaful Pakistan |
| 22 | Hashoo Hunar | 47 | Pakistan Railways Freight Transportation Company | 73 | Chartered Institute of Islamic Finance Professionals |
| 23 | Hashoo Trust | 48 | MIA Arbitration, Mediation & Conciliation Center | 74 | Maldives Capacity Development and Governance Institute |
| 24 | Umeed e Noor | 49 | Al-Noor Modarba Management (Private) Limited | 75 | Al Salihin |
| 25 | Organisk | 50 | Otsuka Pakistan Limited | 76 | Pakistan Exide |
| | | 51 | Soneri Bank Limited | 77 | Nasra Public School System |
| | | | | 78 | Glaxo Smith Kline |



Fatima Asad-Said

Chief Executive Officer
Abacus Consulting Technology Limited
Lahore, Punjab
Pakistan

Academic Qualification

- MBA, Lahore University of Management Sciences
- Corporate Director Certification from Harvard Business School

Professional Qualification

Director Training Program: Qualified

Served on Board(s): Yes

Serving on Board(s)

- Abacus Consulting Technology Limited
- Abacus Consulting Limited
- Abacus ELS Pvt Limited
- Lahore University of Management Sciences
- Faysal Bank Limited
- Kashf Foundation
- Bata Pakistan Limited
- Kaarvan Crafts Foundation

Finance	Strong
Business	Strong
Audit	Medium
Risk	Strong
IT	Strong
HR	Strong
Supply Chain	Medium
ESG	Medium
Digital	Strong
Fintech	Medium

- Ms. Asad-Said's impressive professional experience of over 24 years embodies thought leadership and delivering innovative solutions in Corporate Governance, Digital Transformation, Strategic Change, Human Capital Management, Enterprise Technology Solutions, and project leadership across multiple geographies, sectors, and industries.
- Ms. Asad-Said currently is the Chief Executive Officer of Abacus Consulting Technology, a leading international professional services firm committed to transforming clients by delivering world class technology, consulting, and outsourcing solutions through high performing teams and global strategic partnerships.
- Her professional journey started with Coopers & Lybrand International, followed by PricewaterhouseCoopers Middle East & Pakistan.
- Ms. Asad-Said's functional expertise centers around organization strategy, governance, human capital development, and change management as she progressed towards business leadership roles.
- Her role also involves providing strategic direction to her leadership team for sustaining winning partnerships with leading global organizations. In addition, Ms. Asad-Said strategically collaborates with Abacus Cambridge Partners (ACP), Abacus Consulting's international member firm, headquartered in London.
- Ms. Asad-Said's leadership journey includes serving on various Boards as an independent director.
- She holds a Corporate Director Certification from Harvard Business School, and a member of the Harvard Corporate Directors, Diversity and Inclusion Hub Leadership Council, and Women Executives on Boards forums.
- Ms. Asad-Said continues to mentor both individuals and start-ups through platforms such as the National Incubation Center (NIC), Invest2Innovate, etc.
- Ms. Asad-Said is passionate about the DEI mandate and human capital development, and believes it is critical to build sustainable ecosystems. She is motivated by value-based and inclusive learning environments that enable the future of the next generation of leaders.



Jehan Ara

Founder & CEO
Katalyst Labs (SMC) Private Ltd.
Karachi, Sindh
Pakistan

Academic Qualification

- BA from St. Joseph's College Karachi

Professional Qualification

- PICG Board Training

Director Training Program: Qualified

Served on Board(s)

- P@SHA, Central Depository Company
- Punjab IT Board
- Institute of Development and Economic Alternatives (IDEAS)
- Bolo Bhi
- Member of the APAC Content Advisory Board for TikTok
- Habib University
- Katalyst Labs

Serving on Board(s)

- CDC
- Punjab IT Board
- IDEAS
- Tik Tok
- Habib University
- Katalyst Labs

Finance	Medium
Business	Strong
Audit	Medium
Risk	Medium
IT	Strong
HR	Strong
Supply Chain	Medium
ESG	Medium
Digital	Strong
Fintech	Medium

- Ms. Jehan Ara has an impressive 45 years of total work experience. Of which, 30 years in media, marketing and promotions in the Far East, Middle East, and Pakistan. Extending into multimedia, new media and interactive design and development.
- She has been the President of the Pakistan Software Houses Association (P@SHA) from 2003 to May 2021.
- To her credit, she is the Founder of The Nest I/O and led it for 6 1/2 years during which time The Nest I/O incubated 217 startups and empowered over 1000 founders.
- In 2017, Ms. Jehan Ara founded 021Disrupt the leading startup tech and innovation conference. This has now converted into +92Disrupt - a national event.
- She has been Member of the PM's Taskforce for IT & Telecom.
- On the World Bank Advisory Group for Gender Diversity.
- On May 1, 2021, she founded Katalyst Labs which is a Technology Startup Accelerator and Innovation hub and runs a comprehensive Women Leadership Fellows Program.
- Jehan is passionate about the development and support of young people and the growth of women business leaders. She is motivated by anything that creates impact.



Maleeha Mimi Bangash

Technical Expert: Digital Banking, SME, Green Finance, Gender. IFC-International Finance Corporation (World Bank Group) Singapore – East Asia and Pacific

Academic Qualification

- MBA Investment & Finance (Graduated with Honors) University of Chicago, Booth School of Business
- MBA Marketing & Finance Lahore University of Management Sciences (LUMS)

Professional Qualification

- **Localizing Sustainable Development Goals:** The Hague Academy, Netherlands
- **OECD Mergers & Acquisitions** OECD, Seoul, Korea, Dubai

Director Training Program: Qualified

Served on Board(s)

- G3 Technologies
- Ghani Chemicals Limited

Serving on Board(s)

- Nishat Power Limited
- Cherat packaging limited
- Services Global Footwear Limited
- Habib Insurance Company Limited
- Sadaqat Group
- Thardeep Microfinance Foundation
- Digital Custodian Company(DCCL)
- KP Social Development Fund
- EClear Services Limited
- AWT Investments Limited

Finance	Strong
Business	Strong
Strategic Management	Strong
Risk	Medium
IT	Medium
Investment Management	Strong
Business Development	Strong
ESG	Strong
Digital	Strong
Fintech	Strong

- Ms. Maleeha Mimi Bangash is a recognized strategist and practitioner with 22 + years experience primarily in Banking & Financial Services in Turkey, Singapore and Pakistan.
- Prior to joining IFC as a Technical Expert, she was the Managing Director, Investment Climate Reform Unit(World Bank Group).
- She has been Advisor the KP Minister Finance, on Investment Promotion, Access to Finance/ Financial Inclusion, and launched the PSX office in Pakhtunkhwa.
- Ms. Bangash had the honor of being Founding Member of Competition Commission of Pakistan (Federal Government) where she led and developed the Mergers & Acquisition regime, held the powers of a High Court Judge, has adjudicated and written speaking orders which were published by international competition journal.
- She has developed various pioneering, innovative finance models and products for Financial Institutions, Provincial Governments and PCP/EHSAAS.
- Ms. Bangash held the position of Dy. CEO of Al-Habib Asset Management.
- In Senior leadership roles e.g. Group Head, EVP, Chief Strategy Officer she led Financial Institutions UBL Funds, MCB Asset Management, ABN Amro Equities, MCB Bank, Global Capital Partners (Private Equity) Singapore, Global Strategies Pte. Ltd.(Investment Management) Singapore, HBL Corporate & Investment Banking, Singapore and BURC Group, Ankara Turkey.
- Ms. Maleeha Bangash is passionate about financial inclusion for women and underserved. She believes in creating real value and sustainability by development of the Digital Economy & Financial Industry, with focus on ESG (Environment, Social, Governance).
- Ms. Bangash loves music and the arts; she enjoys traveling is interested in learning about different cultures.



Moneeza Usman Butt

Partner
KPMG Taseer Hadi & Co., Chartered Accountants
Karachi, Sindh
Pakistan

Academic Qualification

- Senior Cambridge from Convent of Jesus & Mary, Karachi
- Intermediate from St. Joseph College, Karachi

Professional Qualification

- Chartered Accountant from the Institute of Chartered Accountants of Pakistan (ICAP)

Director Training Program: Not Qualified

Served on Board(s): Yes

- The Rotary Club of Karachi

Serving on Board(s): Yes

- The Rotary Club of Karachi

Finance	Strong
Business	Strong
Audit	Strong
Risk	Strong
IT	Medium
HR	Medium
Supply Chain	Strong
ESG	Strong
Digital	Medium
Fintech	Medium

■ Moneeza Usman Butt is a Partner in KPMG Pakistan with 26 years professional experience in audit and assurance services. She has the distinction of being the first female partner in the big four audit and advisory chartered accountant firms of Pakistan.

■ She qualified as Chartered Accountant from the Institute of Chartered Accountants of Pakistan (ICAP) in 2000 and became a partner in the audit function of KPMG in 2008. Moneeza is responsible for the control, supervision, and finalisation of audits of various large local and multinational organisations, operating in diversified sectors. She is also the Quality Performance Liaison Partner of KPMG Pakistan. She has been a speaker and panelist at various conferences and seminars.

■ Moneeza was awarded as one of the 100 Miracle Women 2015 by The Ponds Miracle Journey of Unilever, a Woman of Inspiration 2016 by Ladies Fund, CA Woman of the year 2018 by ICAP, Business Excellence Award 2020 By Biz Today International.

■ She also acts as a mentor for the mentorship program of ICAP. ■ She is a member of the Managing Committee of Rotary Club Karachi and Women for Board Allies.

■ Moneeza contested the Regional Committee election of ICAP in 2021 and won a seat in the Southern Regional Committee (SRC) of the Institute. She is actively involved in the Institute activities and serves her alma mater in various initiatives through its Women Committee, Best Corporate Reports Committee, Economic Advisory & Govt Relations Committee and Professional Accountants in Business Committee.

■ Moneeza is passionate about gender equity and believes in fairness of treatment for men and women according to their respective needs to ensure that opportunities are not linked on the basis of gender so that economic outcomes improve for everyone. She is motivated by her desire to give back to the community and mentor young professionals to realise their potential and emerge as happy, confident and successful beings.



Tahira Raza

**Former CEO
First Women Bank Ltd.
(Serving as independent director on the board of Habib
Metropolitan Bank and Green Star Social Marketing)
Karachi, Sindh
Pakistan**

Academic Qualification

- BSc. In Statistics, Geography and English from Peshawar University

Professional Qualification

- MBA Banking and Finance from IBA Karachi
- DAIBP from Institute of Bankers Pakistan

Director Training Program: Qualified

Served on Board(s)

- Pakistan Petroleum
- Habib Metropolitan Bank
- Green Star Social Marketing,
- Saudi Pak Insurance Company

Serving on Board(s)

- Habib Metropolitan Bank
- Green Star Social Marketing
- Saudi Pak Insurance Company (currently in liquidation/ merger)

Finance	Strong
Business	Strong
Audit	Strong
Risk	Strong
IT	Medium
HR	Strong
Supply Chain	Medium
ESG	Medium
Digital	Medium
Fintech	Medium

- Tahira Raza is a veteran Banker and a thorough professional with over 40 years of diverse banking experience in Pakistan.
- Prior to joining FWBL as CEO, she was Senior Executive Vice President and Group Chief Risk Management at National Bank of Pakistan.
- She earned the honour of becoming the first women Senior Executive Vice President (SEVP) in 70 years history of National Bank of Pakistan.
- She had gained diverse banking experience while working with MCB, FWBL as a pioneer and National Bank of Pakistan
- She had many achievement to her credit just to mention a few, NBP's multimillion dollar core banking application almost collapsed. Costly litigation with international company seemed the only option, when she was asked to take over the project to revive. The project was brought on track with negotiation in 18 months' time by devising a strategic plan, prioritizing goals, managing human resources, building teams of right professionals with controls and close monitoring.
- She is a strong believer that the most important attribute for success is a positive attitude. Lateral thinking, team work, diversity in work force, confronting challenges for innovative solutions, challenging status quo and effective communication makes impossible possible.
- During her 4.5 years tenure as CEO of FWBL, FWBL successfully managed to bring in 2.5 billion capital to meet minimum capital adequacy requirements, restructured the bank, developed Vision , Mission, and strategy to take the bank forward, controlled unproductive expenditure and introduced unprecedented austerity measures to save the organization from statutory non- compliance.
- Introduced sound lending practices, recovered non-performing loans and created Rs.900 million additional provision to increase the coverage for bad and doubtful loans from 6.5% to 63%.
- Established policies with a robust monitoring and oversight framework.
- She is also General Secretary of Sind Senior Citizen Welfare Trust.
- Ms. Raza is passionate about achieving excellence.
- She strongly believes that :
 1. Diversity is the key to sustainable success.
 2. Treating people with respect makes great teams that bring enormous synergy.
- Challenges motivate her. Bigger the challenge the Greater is the motivation.



Maheen Rahman

Chief Executive Officer
Infra Zamin Pakistan Limited
Karachi, Sindh
Pakistan

Academic Qualification

- Masters of Science (Economics and Finance), Warwick Business School, University of Warwick, UK
- Bachelor of Science (Hons) (Economics), Lahore University of Management Sciences, Pakistan

Professional Qualification

Director Training Program: Qualified

Served on Board(s): Yes

- Director - Special Technology Zones Authority, Government of Pakistan 2021 - 2022
- Chairperson and Director - Mutual Funds Association of Pakistan (MUFAP) 2009 - 2020
- Board Director and Chair of Investment Committee - Pakistan Institute of Corporate Governance (PICG) 2017 - 2020
- Member - Prime Ministers Task Force on Evacuee Property Trust Restructuring 2019

Serving on Board(s): Yes

- Advisor - Katalyst Labs - Katalyst since 2021
- Director - Nasra Public School System since 2021
- Independent Director & Chairperson - HR Committee, Glaxo Smith Kline, since 2019

Finance	Strong
Business	Strong
Audit	Strong
Risk	Strong
IT	Strong
HR	Strong
Supply Chain	Strong
ESG	Strong
Digital	Strong
Fintech	Strong

- Ms Maheen Rahman has over twenty years of experience in investment banking, research and asset management.
- Maheen Rahman was appointed the Chief Executive Officer of InfraZamin Pakistan in 2020 and has played a crucial part towards establishing the IZP's base operations and its initial structure.
- Maheen Rahman served as the Chief Executive of Alfalah GHP Investment Management where, during her leadership, Alfalah Investments has grown to be one of the largest asset management companies in Pakistan.
- She has also served as the Chief Executive of IGI Funds. During her tenure, IGI Funds turned into a profitable entity from a loss-incurring fund. Her other roles include, Head of Research at BMA Capital Management, Associate at ABN AMRO Bank and a financial analyst at Merrill Lynch. She has the experience of working across multiple geographies during her career.
- Maheen has been featured on Fortune's "40 Under 40's Women to Watch" list, in 2015, as the youngest head of Alfalah GHP Investment Management and the only female CEO in an industry largely dominated by men.
- After becoming the CEO of IGI Funds, she turned around the fund's financial performance and made it into a profitable entity. Maheen doubled the assets under management in her first year at the helm of IGI and led the firm to a 15% ROE. The gains came even as industry assets shrank 7% in the year ending in June 2010, according to the Mutual Funds Association of Pakistan.
- Investors who bet on Ms Rahman were rewarded with a 443% return from her IGI Stock Fund since its inception, 117% points more than the benchmark index and the biggest gain among 34 peers tracked by Bloomberg. In 2013, Alfalah acquired IGI Funds and Maheen Rahman was appointed the CEO of the newly merged entity.



Musharaf Hai

**Former CEO
Unilever Pakistan and L'Oréal Pakistan**

Academic Qualification

- BSc Econ - London School of Economics, UK
- MA - Boston University, USA

Professional Qualification

- Several business courses, seminars and trainings - international

Director Training Program: Not Qualified

Served on Board(s)

- Habib Bank
- OICCI
- LUMS
- IBA
- AKUH
- Kidney Centre

Serving on Board(s)

Finance	Strong
Business	Strong
Audit	Medium
Risk	Strong
IT	Medium
HR	Strong
Supply Chain	Strong
ESG	Strong
Digital	Strong
Fintech	Medium

- Ms. Musharaf Hai has over 37 years' experience in the Consumer Products industry, including several "firsts" in her career. Her core areas of expertise are General Management and Marketing.
- Musharaf's career initiation and growth was with Unilever Pakistan, joining in 1983, her 23 years with the organization spanned from brand management to country operations.
- Musharaf's various assignments included, the London Head Office where she worked for the Asia Pacific and Africa Middle East regions from 1991-94, giving her exposure to diverse country operations. In 1994 she was appointed General Manager for the Ice Cream acquisition and merger. In 1996 she was appointed to the Board as Director of Home & Personal Care Business Unit. In 2001 she was given the responsibility of National Sales Director and in July 2001 was appointed Chairman & CEO. She served in this capacity till September 2006. Musharaf takes pride in her contribution for developing Brands and Talent.
- She has contributed to improving the availability and affordability of Unilever Pakistan's product portfolio, focusing on the basic needs of lower income-earners, to enhance their quality of life in terms of health and hygiene. She has enhanced Pakistan's human resource base through substantial contributions in the training and development of people, especially women, in technical and business expertise.
- Musharaf joined L'Oreal Group, in March 2008, the world leader in Beauty business. Her responsibility was to establish and launch L'Oreal business in Pakistan. L'Oreal Pakistan was established in April 2009. Musharaf recruited and trained entrepreneurial talent, established manufacturing, supply chain operations, and retail distribution of brands to reach Pakistani consumers. Musharaf's span as CEO and founder of L'Oreal Pakistan completed in June 2019.
- Musharaf joined KHAADI in October 2019 as advisor for brand transformation and marketing, and completed the project in December 2021.
- Musharaf enjoys Health & Wellness, and would like her legacy to be coaching, mentoring, and developing women leaders in the country.

Awards/ Accolades

- In 2005, Musharaf received the Presidential Performance Award - Sitara-I-Imtiaz. In recognition of her outstanding business achievements and contribution to the economy and social sector.
- In 2011, President Nicolas Sarkozy appointed Musharaf as Chevalier de l'Ordre national du Merite (Knight of National Order of Merit).
- In addition, she was listed as among the 50 Most Powerful Women in the World by Fortune Magazine in 2000.



Asma Shaikh

**Chief Human Resource Officer
National Bank of Pakistan
Karachi, Sindh
Pakistan**

Academic Qualification

- MSc in Global HRM
- Bachelors in Economics

Professional Qualification

- Certified Board Director, PICG
- Certified Executive Coach, ICF
- Certified Trainer, C-Level Recruitment – Barclays Academy
- Certified to run Management Development Centre SHL – Hong Kong
- Occupational Personality Assessment Certification SHL – Hong Kong

Director Training Program: Qualified

Served on Board(s)

- Mobilink Microfinance Bank Ltd.

Serving on Board(s)

- National Investment Trust Limited (NITL)

Finance	Medium
Business	Strong
Audit	Medium
Risk	Medium
IT	Medium
HR	Strong
Supply Chain	Strong
ESG	Strong
Digital	Strong
Fintech	Strong

- Asma Shaikh is a seasoned HR professional with almost 28 years of multi industry & multi-cultural experience in dynamic industries including Banking, Pharmaceutical, Petroleum, Logistics and E-Commerce.
- She has a proven record of leading Organizational Transformations through HR interventions in multinationals, both global and local, private limited, family owned and public sector organizations.
- Ms. Shaikh has experience as Head of HR with Deutsche Bank, HSBC, Dubai Islamic Bank, Barclays Bank, NIB Bank, TCS and NBP.
- She has been an active partner in driving business transformations through building Talent Capability, Competency based Career Development Programs, understanding of labor laws and fostering employee relations, developing Women Empowerment Initiatives and Digital Transformation.
- Working as Head of HR for Barclays Africa in Dubai, Ms. Shaikh achieved recognition at Group Level for raising the performance management bar for 10 countries. She launched career path program on Leadership Development, Talent Management and Organizational Effectiveness and successfully completed closure of Barclays Africa Centre in Dubai while remaining completely compliant with the UAE Labor Laws.
- Ms. Shaikh was a founder member of Dubai Islamic Bank Pakistan and played a critical role by building the Bank's people infrastructure from scratch and implementing people strategy for its operations in Pakistan.
- Currently working as CHRO for the National Bank of Pakistan for three years, Ms. Shaikh has introduced the Center of Excellence and HR Business Partner Model. This played a significant part in rollout of initiatives and aligning HR strategy with the Bank's businesses. These included review and update of HR Policies in line with best market practices and implementation of Performance Management System.
- Ms. Shaikh is certified as Director of Board by PICG and also certified Executive Coach by International Coaching Federation (ICF).
- On a personal level, Asma Shaikh aims to alleviate gender inequality in the Pakistani workforce while providing tools and tips to young girls who want to build their careers.



Kholah Yaruq Malik

**Dean of Academics and Internationalisation
TMUC
Islamabad, Islamabad Capital Territory
Pakistan**

Academic Qualification

- Masters English Literature and Linguistics - NUML
- Masters Business Administration - Bahria University
- PG Cert Learning and Teaching in HE - University of London
- PG Dip Strategic Management and Leadership - Pearson UK

Professional Qualification

- CMBE (Certified Management and Business Educator)
- The Chartered Association of Business Schools - CABS UK
- FCMI Fellow of Chartered Management Institute - CMI UK

Director Training Program: Qualified

Served on Board(s): No

Serving on Board(s): No

Finance	Medium
Business	Strong
Audit	Medium
Risk	Medium
IT	Medium
HR	Strong
Supply Chain	Medium
ESG	Medium
Digital	Strong
Fintech	Medium

- Ms. Malik has 21 years of experience in Academia - Higher Education.
- Current she is the Dean of Academics and Internationalization. The largest TNE in Pakistan, with National Footprint - TMUC.
- Ms. Malik held the position of Director Quality Assurance and Enhancement. Founded the Department of Quality Enhancement - TMUC.
- Her extensive achievements include:
Head of Academics and Quality Assurance - RMS.
Lecturer for Social Sciences and Management Department - Bahria University.
Head of Student Services - Bahria University.
Worldwide 'Recognized Tutor' - University of London
Quality Nominee for the HN Center 91349 - Pearson UK
Lead Internal Verifier for Business Programs - Pearson UK
Supervisor MBA Students - UCA UK
- Ms. Malik was nominated for the Vice Chancellor Award, by the University of Hertfordshire as the External Partner of the Year, two times in a row (2020-21).
- She has conducted over 300 staff and faculty onboarding trainings.
- She has been Employee of The Year for last 5 years.
- Won the University of London Institutional Grant.
- Ms. Malik has been leading the team for all regulatory approvals and the Institutions Internationalization strategy as well as recruitment drives.
- Conducted and defended the Institutions QAA UK Review.
- Standardization of nationwide campuses on Academic delivery.
- Project Lead for the International Branch Campus, IBC for University of Hertfordshire in Pakistan (Future Project).
- Ms. Malik has been recently selected as the 'co convener' for TNE HUB (the only one from Pakistan).



Ayesha Khan

**Chief Sustainability Officer &
Country Director
Hashoo Group
Islamabad, ICT
Pakistan**

Academic Qualification

- MA in International Political Economy from Warwick University, UK
- MBA in Project Management and Financial Analysis
- Diploma in Business Development Services from Glasgow University, UK
- Diploma in Microfinance, from Colorado University, USA

Professional Qualification

- IFC Business Edge Partners' Workshop Afghanistan and Pakistan
- Investment Promotion and Facilitation
- Financial Sector Accountability training
- "Volunteers Counseling Training" and a Legal Aid training for Domestic Violence against Women

Director Training Program: Qualified

Served on Board(s)

- Former Chairperson, NACG-Pakistan Chapter of SAIVEC (South Asia Initiative to End Violence Against Children)

Serving on Board(s)

- Elected Board Member, Climate Action Network South Asia (CANSA)
- Board Member, PSL, Hashoo Foundation, Hashoo Hunar, Hashoo Trust, Umeed e Noor, Organiks, Hunar Tech,
- Board Member & CEO, Shine Plus

Finance	Strong
Business	Strong
Audit	Medium
Risk	Strong
IT	Medium
HR	Strong
Supply Chain	Strong
ESG	Strong
Digital	Medium
Fintech	Low

- Ms. Ayesha Khan is a development economist with over 24 years of experience working in South Asia (including Afghanistan) with multilaterals and bilaterals such as World Bank, ADB, EU, UNIDO, DFID, Swiss Agency for Development Cooperation (SDC).
- Ms. Khan is IFC-World Bank certified enterprise development trainer and curriculum development specialist.
- She has taught development economics and project management at university level and microfinance at the National Institute of Banking and Finance (NIBAF).
- Currently, she is Chief Sustainability Officer for Hashoo Group and looking after four nonprofits namely: Hashoo Foundation, a knowledge-based development organization; Hashoo Hunar, a training service provider; Hashoo Trust and Umeed-e-Noor both charities.
- Ms. Ayesha Khan Founded three companies/StartUps, i.e. Organiks, Shine Plus, HuarTech. Designed and launched ETHIC - Entrepreneurship Training Hub & Incubation Center in KP. In late 90s, she co-founded a voluntary organization (PEN) of professional evaluators for the promotion of transparency and accountability of development aid.
- A social activist promoting child rights and gender equitable development, her select publications include,
 - i) Islamic Laws and the Status of Women in the Modern World, Co-Author with Professor Laiq Ahmed Khan
 - ii) Advocacy Strategies for Youth, Gender and Reproductive Health
 - iii) Women's Employment Concerns,
 - iv) Institutionalising Public -Private partnerships for Economic Empowerment, Importance of Public Private Partnerships in Technical Education and Vocational Training. Education for Development



Mehnaz Kaludi

CEO
Terry Tex International
Karachi, Sindh
Pakistan

Academic Qualification

- Bachelor of Business Administration

Professional Qualification

- Diploma in Marketing and Finance

Director Training Program: Not Qualified

Served on Board(s)

- SME Leasing Limited

Serving on Board(s): Yes

- Employers Federation of Pakistan

Finance	Medium
Business	Strong
Audit	Medium
Risk	Strong
IT	Medium
HR	Strong
Supply Chain	Strong
ESG	Strong
Digital	Medium
Fintech	Medium

- Ms. Kaludi’s professional experience stretches over 17 years, in areas of Manufacturing, Exports, Human Resource relations and Private/Public sector interactions.
- Ms. Kaludi’s current organization, Terry Tex International, is a leading manufacturing and exporting firm of Towels, Bathrobes and Baby products.
- In addition, Ms. Kaludi is serving as Director, on the Board of Employers Federation of Pakistan (EFP). The EFP is a tripartite constituent of ILO, having the mandate to interact with government, business organizations, social partners, and stakeholders in its advocacy role on the issues of social, economic, environmental, industrial relations and human resource development.
- EFP is also a member of Confederation of Asia-Pacific Employers (CAPE) and South Asian Forum of Employers (SAFE). To Ms. Kaludi’s credit, The EFP experience has enabled a global business lens and capability.
- Ms. Kaludi also served as Chairperson on the Board of SME Leasing Limited (subsidiary of SME Bank Limited), and gained knowledge of the SME sector operations. Her main responsibilities included, monitoring corporate governance, and having an accountability mechanism for the CEO, CFO and Chairman of the company.
- Ms. Kaludi takes keen interest towards building long-term strategy for organization development and growth. She believes in investing in relevant R&D, technology, and marketing techniques to provide international standards of quality and product. Ms. Kaludi has a learning mindset, she regularly attends relevant trade shows, exhibitions and conferences and believes in building interpersonal relations.



Rehana Ahmed

**Board Chair
Greenstar Social Marketing
Karachi, Sindh
Pakistan**

Academic Qualification

- MBBS
- MBA

Professional Qualification

- Board Certification - Pakistan Institute of Corporate Governance
- Ongoing professional development certificates.
- Strategy Planning Certification - Cornell University USA (e-courses)

Director Training Program: Qualified

Served on Board(s): Yes

Serving on Board(s)

- Greenstar Social Marketing, Pakistan
- Population Services International (Washington DC)
- Population Services Kenya East Africa
- First Governing Board FP 2030 (69 countries)
- Nodebook Private Limited for IT Training

- Dr. Rehana Ahmed is a medical doctor trained in Pakistan and UK, with an executive MBA from Columbia University. Her skills span across the medical, management, leadership, and governance areas over 25 years. She has relevant international experience to her credit.
- She is the founder of Social Franchising for Greenstar Social Marketing, designing the addition of family health service delivery, in franchise partnership with over 7000 private health clinics in Pakistan. This can be described as the UBER model for family planning, mother & child health.
- During her 14 years in East Africa (2004-2018), Dr. Rehana Ahmed propagated the Pakistan Greenstar Social Franchise model through international NGOs in 37 countries of Asia and Africa. These are now the Blue Star and Gold Star and other brand franchises, which help increase access and improve the quality of family health services for millions of underserved people in those countries. Attestation of her unique contribution.
- While in Kenya, she was on the design team for the German Government Development Bank (KfW) for the Output based Aid voucher programs. She was also the Health specialist for the Millennium Villages project for East and Southern Africa.
- Since returning to Pakistan, she is Board Chair of Greenstar Social Marketing (GSM). She is also a Director on the PSI Global and PS Kenya Boards. She is Director on FP2030 first Global Governing Board since 2022.
- She is a member of World Health Organization (WHO) Reproductive Health Scientific & Technical Advisory Group.
- She teaches in the MSc Health Policy & Management Programme of The Agha Khan University, Karachi.
- Dr. Ahmed is passionate about serving the underserved especially the youth. Her strength and expertise lie in training and mentoring professionals.

Finance	Medium
Business	Strong
Audit	Medium
Risk	Medium
IT	Medium
HR	Medium
Supply Chain	Low
ESG	Strong
Digital	Medium
Fintech	Medium



Sahibzadi Mahin Khan

CEO Mahin Khan & Co.
President - WCCIK (2021-2022)
Karachi, Sindh
Pakistan

Academic Qualification

- Master of Business Administration (HRM) - Institute of Business Management (IoBM) Karachi, Pakistan
- Bachelor of Business Administration (Hons) - Institute of Business Management (IoBM) Karachi, Pakistan

Professional Qualification

- National Security Workshop, National Defense University

Director Training Program: Qualified

Served on Board(s)

Serving on Board(s)

- President of Women Chamber of Commerce & Industry Korangi, (2021-22)

Finance	Medium
Business	Strong
Audit	Low
Risk	Strong
IT	Medium
HR	Strong
Supply Chain	Strong
ESG	Medium
Digital	Strong
Fintech	Medium

- Ms. Mahin Khan is a seasoned business development professional with nearly 20 years of experience and a demonstrated history of working in the corporate and public sectors. Skilled in Entrepreneurship, Leadership, Business Development, Product Management, and Business Strategy.
- Ms. Khan founded her entrepreneurial venture Mahin Khan and Company, a premier business consultancy firm in 2016, which has consulted for renowned industry players and other government organizations in the realms of capacity building trainings, public relations, corporate event management services and project consultancy specializing in BOT projects.
- “Winterland” at PAF Museum Karachi is her Company’s signature successful joint commercial venture.
- She is the Founder President of Women Chamber of Commerce & Industry Korangi (WCCIK), Karachi licensed in 2018 by Directorate General of Trade Organizations (DGTO), and Current President WCCIK for term 2021-22.
- She launched the Pakistan Southeast Asia Business Forum (PSEABF) in 2018 in Karachi, Pakistan. PSEABF has been initiated and designed with a spectrum of stakeholders with the sole intention of bringing nations together.
- Ms. Mahin Khan brings with her, strong corporate experience from working in diverse fields such as finance and media. She has been engaged with prominent financial institutions such as Union Bank, ABN AMRO Bank, Royal Bank of Scotland and Faysal Bank Limited.
- Based on her extensive experience, exposure of business dynamics and a friendly personality, Ms. Mahin has hosted business shows on local mainstream channels.



Shaista Ayesha

Chief Executive Officer
SEED Ventures
Karachi, Sindh
Pakistan

Academic Qualification

- BBA (Institute of Business Administration, Karachi)
- MBA- MIS & Marketing (Institute of Business Administration, Karachi)

Professional Qualification

- Ecosystem, Sustainability Expert and Impact Specialist

Director Training Program: Qualified

Served on Board(s)

- Rizq
- Steering Committee for Boltay Huroof
- Trustee on the Board of Trustees for Entrepreneurship and Youth Development Society

Serving on Board(s)

Finance	Strong
Business	Strong
Audit	Strong
Risk	Medium
IT	Strong
HR	Strong
Supply Chain	Medium
ESG	Medium
Digital	Strong
Fintech	Strong

- Ms. Shaista Ayesha started her career at Habib Bank Limited, in 2002, as Area Credit Manager with Commercial Banking.
- She spearheaded the relaunch of the marketing campaign for Commercial Banking and conducted the SME summit with SMEDA.
- Currently Ms. Shaista Ayesha is the CEO and Director of SEED Ventures.
- Formerly, she was serving as Head of Product Development.
- She spearheaded social entrepreneurship, sustainable impact, and ecosystem development programs for a wide range of audiences, including children, youth, marginalized communities, women-led enterprises, startups, nano- and micro-enterprises.
- Her passion centers on sustainability, ESG, and impact.
- Ms. Shaista Ayesha has a deep understanding of ecosystem architecture and solid experience in developing synergies and collaborations that serve the larger purpose of social impact and livelihood development.
- Being an ex-banker, and having wide exposure to SMEs in Pakistan has contributed to her comprehension of improving entrepreneurial scenarios at different levels.
- This sectoral knowledge adds value to strategy development and program design for encouraging the social mobility of enterprises from one level to the next.
- Her exposure to the corporate sector and long association with business schools, where she developed and introduced courses on Business Ethics, Principles of Marketing, Entrepreneurship, Services Marketing and Management and Corporate Social Responsibility, gives her a unique disposition.
- She is also a trainer and mentor and has developed a strong aptitude for guiding micro and small enterprises in their business-development journey.



Amna Hasan

**Country Head, Investment Banking
and Financial Institutions - Askari Bank
Karachi, Sindh
Pakistan**

Academic Qualification

- Masters in Business Economics

Professional Qualification

Director Training Program: Qualified

Served on Board(s)

- Pakistan Textile City and Naymat Collateral Management Limited

Serving on Board(s)

Finance	Strong
Business	Strong
Audit	Strong
Risk	Strong
IT	Medium
HR	Strong
Supply Chain	Medium
ESG	Medium
Digital	Strong
Fintech	Medium

- Ms. Hasan is a seasoned professional with over 21 years of experience in Investment Banking and Corporate Banking.
- She served as the Executive Vice President II Head of Investment Banking Group and Corporate South of MCB Bank Limited (15 years+) till January 2022.
- Ms. Hasan has diversified experience with focus on advisory, divestures, privatization, infrastructure project finance, Restructuring Equity (IPOs/ SPO) and debt capital markets. Having closed big ticket 300+ deals aggregating to USD 17,000 Million approx. and managed USD 3,000 million Corporate portfolio of the bank (asset/liability/ trade) and one window solution for all banking and digital solutions for the customers.
- Ms. Hasan's contribution includes serving on the Boards of Pakistan Textile City and Naymat Collateral Management Limited.
- Prior to MCB, she has worked with investment and corporate banking sectors of Standard Chartered Modaraba, Pak Oman Investment Company and Invest Capital Securities in various capacities.
- Ms. Hasan has recently taken a detour from predominantly banking career and is looking to pursue Consultancy/advisory and strategic role with an aim to help fill current gaps in the local credit markets to catalyze private sector participation in long-term, local currency financing of infrastructure as well as in equity/debt capital markets of Pakistan.
- Ms. Hasan is passionate about creating value addition and strategic vision for the conglomerates in medium to long term.



Ayesha Chowdhry

**Senior Manager, Officer on Special Duty
Pakistan Petroleum Limited
Karachi, Sindh
Pakistan**

Academic Qualification

- MBA Marketing, IBA, Karachi
- MBA, Cranfield University School of Management, UK

Professional Qualification

- MBA Marketing, IBA, Karachi
- MBA, Cranfield University School of Management, UK

Director Training Program: Qualified

Served on Board(s)

- Aman Institute of Vocational Training;
- Aman Healthcare Services
- Pakistan Society for Training & Development

Serving on Board(s)

Finance	Medium
Business	Strong
Audit	Strong
Risk	Strong
IT	Medium
HR	Strong
Supply Chain	Medium
ESG	Strong
Digital	Medium
Fintech	Medium

- Ms. Chowdhry is a seasoned professional with over 24 years' experience across six varied industries.
- Her core expertise is in the areas of Human Resource, Organization Development, Change Management, and Corporate Social Responsibility.
- Ms. Chowdhry's current organization, Pakistan Petroleum Limited is an SOE, and dedicates 1.5% of its annual pre-tax profit for CSR initiatives. She has served as the first female Acting General Manager at PPL, and then as Senior Manager Community Development.
- Before PPL, Ms. Chowdhry served as Director HR (and Administration) at the Aman Foundation. She was part of the team that steered the Foundation's restructuring, reviewed new ventures for sustainability and impact, and implemented the public-private partnership for ambulance provision with the Sind Government.
- Ms. Chowdhry served as Director Human Resources at Target Sourcing (TS), the global sourcing arm of Target Corp., USA. She was a partner for talent and organization change in multiple operations, to meet US retail industry standards out of Bangladesh, Egypt, South Africa, UAE, and Turkey.
- Her contributions to Target Corp's global International Giving Program led to global recognition in the area of 'S' of ESG by Target for her locations.
- Ms. Chowdhry gained HR and strong governance experience in manufacturing, life sciences and chemicals industries at ICI Pakistan Ltd.'s head office and businesses.
- Ms. Chowdhry gained earlier exposure via multinational employers in shipping, pharmaceutical and banking.
- She is keenly interested in developing sustainable, impactful operations, strengthening governance and building globally competitive institutions; and leverages her progressive, business oriented and collaborative approach for this.



Hina Arshad

**Principal
The Millennium Education
Karachi, Sindh
Pakistan**

Academic Qualification

- Postgraduate Certificate in Professional Development (PGCert) by St. Mark & St. John (University of Exeter)
- Bachelors in Education

Professional Qualification

- Diploma in Educational Leadership, offered by Beaconhouse School System. (Completed with distinction)
- Diploma in Advanced Studies in Education- Language & Learning
- Module-Evaluating Educational Institutions, offered by Beaconhouse
- Certificate of Professional Studies in Education, offered by Beaconhouse. With Bradford & Ilkley Community College, an associate college of University of Bradford

Director Training Program: Not Certified

Served on Board(s)

Serving on Board(s)

Finance	Strong
Business	Strong
Audit	Strong
Risk	Medium
IT	Medium
HR	Strong
Supply Chain	Medium
ESG	Medium
Digital	Strong
Fintech	Medium

- Hina Arshad is a seasoned professional with around 30 years of experience in the field of Education.
- Prior to joining The Millennium Education, she worked with Beaconhouse School System, from 1993 till 2018 in different capacities.
- Hina was also posted abroad during her tenure with Beaconhouse School System and worked as the Project Director in Bangladesh for 7 years.
- She has worked on curriculum development for Early years in Beaconhouse School System and supported schools in the entire Southern Region.
- During Hina Arshad's tenure with The Millennium Education as the principal of Future World Campus, the school has made its name in the community and is rated among the top schools of Karachi. This was because of the school's strong grip on academics and focus on co-curricular activities.
- Hina was invited to Monash University, Melbourne, Australia to represent The Millennium School in 2019.
- An interesting fact, Hina has served as the Newscaster on PTV for 3 years.
- Hina Arshad is passionate about making a positive difference through her work and she values integrity and creativity. She has a keen interest in music and enjoys reading.



Iffat Nigar

**Country Head Islamic CCIB Pakistan
(Corporate, Commercial and Institutional Banking portfolio)
Standard Chartered Bank Pakistan Limited
Karachi, Sindh
Pakistan**

Academic Qualification

- Master's in Business Administration (MBA), from IBA (Karachi, Pakistan), Batch of 2003

Professional Qualification

- Islamic Banking Certifications from CIE, Karachi and LUMS, Lahore

Director Training Program

- In progress

Served on Board(s)

Serving on Board(s)

Finance	Strong
Business	Strong
Audit	Strong
Risk	Strong
IT	Strong
HR	Strong
Supply Chain	Medium
ESG	Strong
Digital	Strong
Fintech	Medium

- Ms. Iffat Nigar is a seasoned, dedicated Islamic Banking professional; currently holding a leading position in SCB's Saadiq (Islamic) business, covering Islamic Corporate Banking portfolio.
- Iffat has a long-standing association with Standard Chartered Group (18 years, since 2004). Prior to joining Saadiq Islamic (9 years ago), she performed varied assignments at the 'Standard Chartered Modaraba' (product, corporate-relationships, governance).
- Holds expertise in corporate-banking with focus on Islamic-finance-modes.
- Core strengths include maintaining strong liaison with stakeholders, effective leadership skills, and empathy in relations.
- Holds an MBA degree from the prestigious IBA (Institute of Business Administration), Karachi. Has also undertaken external certifications on Islamic Finance from LUMS (Lahore) & CIE (Karachi), along with being associated with CIIF (Chartered Institute of Islamic Finance Professionals) Malaysia.
- Various internal recognitions, include CEO Excellence Award, Long Service Award.
- International accolades include being featured as one of the 'Top 100 Most Influential Women in Islamic Finance globally' for last 04 years, by Cambridge IFA (UK).
- Her passions include Islamic Finance, Women Talent Development, Financial Inclusion, and enhancing inclusion of specially-abled individuals in the mainstream workforce. Her aspirations include Leadership roles in Global Islamic Banking and Finance space.



Dr. Irum Saba

**Associate Professor and Program Director – MS IBF
Institute of Business Administration
Karachi, Sindh
Pakistan**

Academic Qualification

- PhD in Islamic Finance, INCEIF, Malaysia
- Chartered Islamic Finance Professional (CIFP) (Equivalent to a Master's degree in Islamic Finance)
- Post Graduate Diploma in Islamic Banking and Insurance from the Institute of Islamic Banking and Insurance, London
- M.Com (Gold Medalist), The Islamia University, Pakistan

Professional Qualification

- Chartered Islamic Finance Professional from INCEIF, Malaysia

Director Training Program: Qualified

Served on Board(s)

Serving on Board(s)

- Al-Noor Modaraba Management (Private) Limited
- Salaam Takaful Limited
- First Habib Modaraba
- Shariah Board Member (Technical) - Salaam Takaful Pakistan
- Grand Councilor - Chartered Institute of Islamic Finance Professionals (CIIF), Malaysia
- Academic Board Member, Maldives Capacity Development and Governance Institute (MCDGI)
- Shariah Advisory Board - Al Salihin, Malaysia

Finance

Strong

Business

Strong

Audit

Strong

Risk

Strong

IT

None

HR

Strong

Supply Chain

None

ESG

Strong

Digital

None

Fintech

None

Legal

None

■ Dr. Saba is a seasoned professional with over 17 years of regulatory, research, administrative, training, and teaching experience in organizations of international repute.

■ Dr. Saba has worked in the State Bank of Pakistan, the Securities and Exchange Commission of Pakistan, and Standard Chartered Saadiq Bank, Malaysia.

■ Currently, Dr. Saba is an Associate Professor in the Department of Finance at IBA, Karachi, where she is also managing MS Islamic Banking and Finance as a Program Director. In addition, she is an Academics and Research Coordinator at IBA's Centre for Excellence in Islamic Finance.

■ Dr. Saba is the first and only woman in Pakistan who is registered and included in the Securities and Exchange Commission of Pakistan's register of approved Shariah Advisors for the financial sector.

■ Dr. Saba's contributions include training more than 6000 people globally in areas of Leadership, Team Building, Management and Governance. She has also delivered keynote addresses and received numerous awards for her contribution in business and finance, which include: Most Influential Woman Award (No. 10) in Islamic Business and Finance by Cambridge Islamic Finance, UK, 2021, Title of Woman in Pakistan, 2021, Women in Islamic Finance Award, Maldives, 2018, and Best Teacher Award, IBA, Karachi, 2018. Dr. Saba also received the President Award for Best Student from the Governor, Central Bank of Malaysia, [2010].

■ Dr. Saba is passionate about uplifting others and making this world a better place to live in. Her research areas include Islamic Social Finance, Women Empowerment, ESG and Leadership.



Lalarukh Hussain-Shaikh

**Head of Legal and Company Secretary
Shell Pakistan Limited
Karachi, Sindh
Pakistan**

Academic Qualification

- LL.B. (Hons.) - University of Warwick (Coventry, UK)
- Bar Vocational Course - BPP Law School (London, UK)
- Finance for Non-Finance Managers (LUMS, Pakistan)

Professional Qualification

- Barrister-at-Law - The Honourable Society of Lincoln's Inn
- Advocate of the High Courts of Pakistan
- Company Secretary Development Programme (PICG)
- Trainer - Anti-Bribery and Corruption and Anti-Trust (Shell Group)

Director Training Program: Qualified

Served on Board(s)

- Shell Energy Pakistan Limited - Director
- Shell Livewire Trust - Trustee

Serving on Board(s)

- Shell Energy Pakistan Limited - Director
- Shell Livewire Trust - Trustee

Finance	Medium
Business	Strong
Audit	Strong
Risk	Strong
IT	Medium
HR	Medium
Supply Chain	Medium
ESG	Strong
Digital	Strong
Fintech	Medium
Legal	Strong
Compliance	Strong

- Ms. Lalarukh Hussain-Shaikh is a seasoned professional with over 16 years of experience in the Legal Profession and is a member of Shell Pakistan's Country Leadership Team and Shell Group's Extended Legal Leadership Team. Lalarukh is also the youngest head of legal and company secretary in Shell Pakistan Limited's history.
- By qualification, Lalarukh is a Barrister-at-Law from The Honourable Society of Lincoln's Inn and an Advocate of the High Court of Pakistan.
- At Shell, Lalarukh is considered a passionate and enthusiastic Leader, steering a multi award-winning team which is recognised for providing exceptional legal support in a proactive, timely, cost-effective and professional manner in furtherance of business objectives and protection of shareholder interests.
- Prior to the Head of Legal role, Lalarukh was part of Shell's Global Litigation Team, managing a portfolio of over 500 cases, including high-profile NAB and crisis management matters.
- Prior to joining Shell, Lalarukh was a Senior Associate at Kabraji and Talibuddin (a top tier law firm) (K&T); where she worked on various corporate and commercial matters with an emphasis on Mergers, Acquisitions and Reorganizations Law, Project Financing (private power sector), Foreign Direct Investment and Foreign Exchange.
- Lalarukh has extensive experience in drafting, negotiating, and advising on Facility and Security Agreements and acted as Senior Lender and Syndicate Counsel for various international financial institutions including International Finance Corporation, Asian Development Bank, Islamic Development Bank, DEG, FMO.
- Lalarukh has also worked as a legal consultant at Norton Rose Fulbright in Sydney, Australia, and Emirates Advocates in Dubai U.A.E.
- Lalarukh was a Lecturer for the Company Law elective on the University of London (External) LL.B. (Hons) Programme. Lalarukh is passionate about developing future leaders and mentoring young talent and believes that the key to progress lies in truly embracing diversity. She is motivated by the drive to help build a better, more inclusive, and equitable world for her daughter and the younger generation of Pakistan.



Madiha Khalid

**Director Human Resources
Shell Pakistan Limited
Karachi, Sindh
Pakistan**

Academic Qualification

- Institute of Business Management - MBA
- University of Wollongong - BBA

Professional Qualification

- Chartered Institute of Personnel and Development (CIPD), London UK - Chartered Member (MCIPD)
- CPP—The Myers-Briggs Company - Myers-Briggs Type Indicator Step I & II May 2016
- The Ken Blanchard Companies - Blanchard Team Performance Accreditation May 2015
- The Kantor Institute - Structural Dynamics Interventionist Certification Programme

Director Training Program: Qualified

Served on Board(s): Yes

- Shell Pakistan Limited (SPL)
- Pakistan Center for Philanthropy (PCP)

Serving on Board(s): Yes

- Shell Pakistan Limited (SPL)
- Pakistan Center for Philanthropy (PCP)

Finance	Medium
Business	Strong
Audit	Strong
Risk	Strong
IT	Medium
HR	Strong
Supply Chain	Medium
ESG	Medium
Digital	Strong
Fintech	Medium

- Ms. Khalid has a bold purpose to create a world in which people wake up inspired, feel safe wherever they are, and end the day fulfilled by the work they do. She wants to enable people and organizations to achieve the impossible for the business and the community we live in.
- Ms. Khalid has 16 years of high-performance track record of delivery in HR and strategy initiatives.
- Ms. Khalid leads as Board Director on Shell Pakistan Limited Company and Pakistan Center for Philanthropy, with extensive professional experience and executive leadership accomplishments in business and management.
- She displays strong ambassadorial skills and a natural affinity for cultivating relationships, persuading, convening, facilitating, and building consensus among diverse individuals. She applies values of integrity, credibility, and a passion for progress to strategic governance efforts for Shell in Pakistan.
- Ms. Khalid’s responsibility includes, translating the business strategy proactively, to People and Care agenda for Pakistan in a competitive manner for over 500 employees.
- She has focused towards creating a great place to work, protecting license to operate, sustaining high local employee engagement, maintaining an ER/IR climate that is positive and conducive to achieving growth objectives, and building a learning culture with psychological safety at all levels in the organization.
- Shell People Survey scores at TQB are a testament to these efforts resulting in organizational performance improvement and attrition decline from 25% to 5%.
- Sponsor of the Country Talent Council to enable progression on the Asian Talent agenda with the Country Leadership Team.
- Achievements include, improving gender diversity from 13% to 25% by ringfencing critical roles for women, accelerated progression through stretch assignments and launching a support network. Improved overall country talent profile from 17% high potential employees to 40% at mid to senior levels and enabling expatriation of talent for future CCT succession.
- Achieving ambitious resourcing targets of 50% diversity, year on year in recruitment for an inclusive workplace. For the first time recruited women in non-traditional operational roles in Depot, Lubricant Oil Blending Plant, frontline sales and at the Board level.
- Lubricant Oil Blending Plant, frontline sales and at the Board level. Through locally relevant recruitment marketing brought Shell back as employer of choice, recognized externally as the best employer for diversity practices and rated as top 10 employers in Pakistan.
- Ms. Khalid is passionate about helping women achieve their potential and has introduced industry firsts in making corporate environment gender friendly. Her aspiration is to bring gender parity to the workplaces and board rooms in Pakistan.



Mehvish Walianny

Chief Operating Officer
AlKaram Studio
Karachi, Sindh
Pakistan

Academic Qualification

- MBA (Finance) - Institute of Business Administration, Karachi

Professional Qualification

- CFA Charter holder

Director Training Program: Qualified

Served on Board(s)

- Din Textile Mills Limited

Serving on Board(s)

- Din Textile Mills Limited

Finance	Strong
Business	Strong
Audit	Medium
Risk	Strong
IT	Medium
HR	Strong
Supply Chain	Medium
ESG	Strong
Digital	Medium
Fintech	Medium

- Ms. Walianny brings with her a wealth of experience in the financial services industry, spanning almost 20 years.
- Prior to joining InfraZamin, she served as the Executive Vice President and Head of Investment Banking Group of Bank Alfalah Limited where, she managed Project Finance and Debt Capital Markets & Syndications portfolio of c.USD 375Mn. During her time at BAFL, the direct income earnings of the bank’s investment banking sector grew more than 110%, enabling the bank to be a significant player in the investment banking industry.
- She has also worked with investment and corporate banking outfits of UBL, Citibank and HSBC in various capacities. Her body of work includes spearheading 2002 IPPs project financing wave, renewable energy, roads and motorway infrastructure, water distribution, PPP collaboration.
- Mehvish was part of the founding team of the developer financing working group formed by SBP Governor to support Government of Pakistan’s initiative for low-cost housing. She was extensively involved in arranging capital market solutions for blue chip clients looking for alternative sources of funding.
- In addition to her role as Chief Investment Officer at InfraZamin, Mehvish is also the secretary of New Business and Credit Committee (InfraZamin Board Committee) and is looking after marketing and corporate communications for the company.
- Ms. Walianny is a keen follower of Pakistan startup landscape and aspires to contribute to the growth of Pakistan’s startup market.



Nasreen Rashid

International Consultant on DRF & Inclusive Insurance, Ex- COO of Adamjee Insurance & Executive, Director Insurance Division SECP Islamabad, Pakistan

Academic Qualification

- Masters in English Literature - University of Punjab, Lahore

Professional Qualification

- Associate Chartered Insurance Institute of London with 4 distinctions

Director Training Program: Not Qualified

Served on Board(s)

- Sahil (Child Protection NGO)

Serving on Board(s)

- Sahil

Finance	Medium
Business	Strong
Audit	Strong
Risk	Strong
IT	Low
HR	Strong
Supply Chain	Medium
ESG	Medium
Digital	Low
Fintech	Low

- Ms. Rashid has over 25 years of experience in the Insurance Industry of Pakistan and international consultancy with World Bank, Asian Development Bank, Kfw and UNDP.
- She is an acknowledged expert in inclusive insurance and disaster risk financing for enhancing fiscal resilience.
- Ms. Nasreen Rashid has the unique distinction of being the only woman heading Insurance Companies.
- She was the executive director of Insurance Division in SECP, responsible for regulation of the insurance sector including Life Insurance, Non-Life Insurance and Takaful Operations.
- As COO and DMD of the largest non-life insurance company, Adamjee Insurance, she spearheaded the restructuring of the company after its hostile takeover, leveraging state of the art technology for targeting retail insurance, and deploying alternate channels of distribution for extended outreach and efficiency.
- As COO, she was instrumental in establishing Adamjee Life, in partnership with Hollard Insurance of South Africa, shareholders of Shaheen Insurance.
- Ms. Rashid initiated major reforms in the insurance sector during her tenure in SECP, for increasing market penetration and enhancing transparency and governance of the sector.
- She has the privilege of developing and running the first index insurance pilot for weather and livestock insurance in the country.
- Ms. Rashid is passionate about giving back to the insurance sector which remains conservative and caught up in old practices.



Naushaba Shahzad

**Group Head - Inclusive Development Group (IDG)
National Bank of Pakistan
Karachi, Sindh
Pakistan**

Academic Qualification

- MBA Banking and Finance, IBA, Karachi - Position Holder
- Master of Statistics (MSC), University of Punjab, Lahore - Gold Medalist

Professional Qualification

- Participated in number of professional training programs and workshops throughout her career

Director Training Program

- Orientation-Yes
- Certification- None

Served on Board(s)

- NIFT
- FWBL

Serving on Board(s)

Finance	Strong
Business	Strong
Audit	Medium
Risk	Strong
IT	Medium
HR	Strong
Supply Chain	Medium
ESG	Strong
Digital	Medium
Fintech	Medium

- Ms. Naushaba Shahzad is a seasoned banking executive with over 30 years' experience in the Banking sector, in areas of Corporate & Investment finance, Trade Financing, SME Finance, FX Business, Risk Management and Corporate Governance.
- Currently working as Group Head of Inclusive Development Group (IDG) at NBP.
- Ms. Shahzad is responsible for managing bank wide financing portfolio of Inclusive Development Group (IDG) amounting to c.PKR248 billion including SME/Commercial, Agriculture and Kamyab Jawan Financing, Bank's CSR division and Inclusion, Innovation & Capacity Building agenda, to promote Financial Inclusion and Diversity with special focus on Women Empowerment.
- She oversaw First Women Bank Ltd. as Acting CEO for two years and made a financial turnaround converting it from a loss-making entity to a profitable organization, with highest deposits and advances position since its inception.
- Ms. Shahzad has held various senior management positions throughout her career, such as, leading Risk Management Group, Credit Division, CAD, Recovery and remained a Member of Senior Management Team and Secretary to Board Risk Management Committee.
- She has established, developed, and implemented various structures, policies, and procedures within the bank.



Naz Khan

**Chief Strategy Officer
K-Electric Limited
Karachi, Sindh
Pakistan**

Academic Qualification

- B.A. Economics, Mount Holyoke College MA, USA.
- Magna Cum Laude
- Advanced Management Program, INSEAD, France

Professional Qualification

Director Training Program: Qualified

Served on Board(s)

- Shell Pakistan
- Pakistan Stock Exchange
- Fauji Fertilizer Bin Qasim
- UBL Fund Managers
- Engro Fertilizer
- Engro Polymer
- Also served on the Business Advisory Council chaired by the PM in 2018-19

Serving on Board(s)

- KEVCL
- K-Solar

Finance	Strong
Business	Strong
Audit	Strong
Risk	Medium
IT	Medium
HR	Strong
Supply Chain	Medium
ESG	Medium
Digital	Strong
Fintech	Medium

- Ms. Khan is a seasoned professional with over 25 years of experience in financial services and industry.
- Prior to joining KE, she was the Managing Director of X-Petroleum and served as Chief Financial Officer of Engro Corporation.
- During Ms. Khan's tenure as CFO of Engro Corporation, the company undertook restructurings, divestitures, and IPOs of subsidiaries, as well as growth through two landmark projects of LNG Terminal and Thar Coal and Power.
- Prior to Engro, Ms. Khan was the Chief Executive Officer of KASB Funds Limited. Her substantive involvement with Pakistan's capital markets spans over 20 years where she has been actively involved in the primary and secondary markets for debt and equity.
- Ms. Khan's contribution includes serving on the Boards of Shell Pakistan, Pakistan Stock Exchange, Fauji Fertilizer Bin Qasim and UBL Fund Managers amongst others.
- In addition to her role as Chief Strategy Officer at KE, she is currently the CEO of K-Electric Venture Capital Limited (KEVCL), a newly established KE subsidiary for diversification initiatives.
- Ms. Khan is passionate about making a positive difference through the work she does and values integrity and creativity. She is also an avid explorer of the Northern areas of the country and has a keen interest in music.



Navin Merchant

Principal Partner
Merchant Law Associates
Karachi, Sindh
Pakistan

Academic Qualification

- Bachelors of Arts
- Bachelors of Law

Professional Qualification

- Diploma in mediation from York University, Toronto
- Accredited Mediator and Master Trainer from the Centre of Effective Dispute Resolution, UK
- Certificate in Family Mediation, UK
- Certified Director from IBA

Director Training Program: Qualified

Served on Board(s)

- Aga Khan Hospital and Medical College
- Aga Khan Foundation
- Aga Khan Education Board
- Aga Khan Housing Board
- Aga Khan International Conciliation and Arbitration Board

Serving on Board(s)

- Otsuka Pakistan Ltd
- Soneri Bank Ltd
- Pakistan Exide

- Practicing law from 2013- till date at the High Courts and Supreme Court of Pakistan as a Pricipal Partner at Merchant Law Associates.
- Prior to that, in 2006 to 2012, joined International Finance Corporation (World Bank Group) as a Program Head of "Alternative Dispute Resolution (ADR) for Middle East and North Africa (MENA)" and from 2012 to 2013 as an ADR Expert for Establishing "Dispute Resolution Systems at IFC Corporate Governance Department", Washington.
- Won two International Awards for this program - "IFC Gender Inclusion Award" in Washington and the "Best Program Implementation from Center for Dispute Resolution, UK.
- Prior to that Practiced law from 1988-2006 at the High Courts and Supreme Court of Pakistan as a Pricipal Partner at Merchant Law Associates. About 65 cases published in the law journals.
- Serving as the Chair of the "International Chamber of Commerce (ICC) ADR Commission, Pakistan".
- Leading the Institute of Business Administration - Dispute Resolution Forum (IBA-DRF).
- Faculty and trainer at Judicial Academy - trained several batches of judges in variety of subjects.
- Visiting faculty at Federal Judicial Academy.
- Served as a Faculty at Islamia College.
- Conducted numerous trainings for participants to be trained as accredited/certified mediators at IBA and Aga Khan Conciliation and Arbitration Board.

Finance	Strong
Business	Strong
Audit	Medium
Risk	Strong
IT	Medium
HR	Strong
Supply Chain	Strong
ESG	Strong
Digital	Medium
Fintech	Low



Dr. Sadia Nadeem

Professor
FAST School of Management,
NUCES_FAST, Islamabad
Islamabad,
Pakistan

Academic Qualification

- PhD in Management from Cass Business School (now Bayes Business School), City University, London, UK.
- MBA from Cass Business School (now Bayes Business School), City University, London, UK.
- B.Sc. Electrical Engineering, University of Engineering and Technology, Lahore, Pakistan.

Professional Qualification

- Chartered MCIPD (UK)

Director Training Program: Not Qualified

Served on Board(s)

- Please see the narrative for details of academic committees and boards

Serving on Board(s)

Finance	Medium
Business	Medium
Audit	Medium
Risk	Medium
IT	Medium
HR	Strong
Supply Chain	Medium
ESG	Medium
Digital	Medium
Fintech	Medium

- Dr. Nadeem is a seasoned professional with over 24 years of experience, in the UK and Pakistan, in research, teaching, administration, and consulting.
- During her 15 years at NUCES-FAST, she has held the positions of Dean, Faculty of Management Sciences, and Head, FAST School of Management.
- She has been an executive council member of the National Business Education Accreditation Council (NBEAC) Pakistan for the last five years, and has served as a member of the academic council, board of faculty, and board of studies of various universities over the last 15 years.
- During her career she has worked on 14 key research projects (five funded projects in the UK and Pakistan each, and four large-scale international projects) and many smaller projects; she worked closely with large organizations in several of these projects.
- Most of her research projects focused on cross-cultural management, HR management, discrimination and disadvantage in the labor market, performance management, leadership and trust.
- She has published and presented her work to a variety of stakeholders, and has over 50 research outputs, including FT 50 publications, and over two dozen presentations at the Academy of Management (US) and the British Academy of Management (UK).
- Dr. Nadeem passionately believes in life-long learning, industry-academia linkage for pushing frontiers of knowledge and refining practice, and volunteering services for the betterment of the society and community.



Saima Zafar

**Director – Deputy Head Service Quality
Telenor Microfinance Bank Ltd (Easypaisa)
Karachi, Sindh
Pakistan**

Academic Qualification

- BBA (Hons.)- Information Technology, Iqra University, Karachi , Pakistan
- MBA-Marketing, Iqra University, Karachi, Pakistan

Professional Qualification

- 6 Sigma - Black Belt Certified

Director Training Program: Qualified

Served on Board(s)

Serving on Board(s)

Finance	Medium
Business	Medium
Audit	Strong
Risk	Strong
IT	Strong
HR	Medium
Supply Chain	Medium
ESG	Medium
Digital	Strong
Fintech	Strong

- Ms. Zafar is a seasoned professional with over 19 years of experience in Banking and Insurance Industry.
- Currently working at Telenor Microfinance Bank - Easypaisa, as Director-Deputy Head Service Quality, performing a vital role in establishing Service Quality program and Customer Centric culture as core values through strong governance and Board approved policies.
- Working under the strategic direction of the Board comprising of members from Telenor and Ant Groups have further enhanced her skills and insights, as well as, enabled her to gain an international perspective.
- Prior to this, Ms. Zafar worked for IGI Life Insurance-Vitality, part of Packages Group as Head of Service Quality and Change Management with direct reporting to CEO and the Board. She worked closely with Vitality International Group, upgrading the core insurance system and process re-engineering for digitization of insurance on-boarding and policy issuance were key milestones.
- Ms. Zafar worked at KASB Bank Ltd prior to joining IGI Life. There, she had diverse and multiple roles including managing the ADC, BPR and Service Quality. She had successfully implemented 6 Sigma Project during her tenure while managing the ADC.
- At Dubai Islamic Bank, Ms. Zafar was part of the core team for acquiring the core banking application and played a vital role in designing the system and establishing the operations functions at the Bank.
- Ms. Zafar is a strong believer of people, culture, and mindset alignment. She is enthusiastically pro technology, automation, quality assurance and customer centric strategy to provide unique and international standards of quality products and services. Ms. Zafar has passion for social work and frequently engages with various foundations and organizations. Ms. Zafar is a strong supporter of diversity and inclusion and believes in creating space for more women in the corporate world.



Saira Nasir

**Managing Partner -Board and Governance
THK Associates (Private) Limited/
Executive Consultant
Karachi, Sindh
Pakistan**

Academic Qualification

- Bachelor of Commerce-Karachi University

Professional Qualification

- Fellow Member of the Institute of Chartered Accountants of Pakistan
- Fellow Member of Institute of Corporate Secretaries of Pakistan

Director Training Program: Qualified

Served on Board(s)

- Pakistan Human Development Fund

Serving on Board(s)

- Fauji Fertilizer Bin Qasim Limited
- Power Cement Limited
- Allied Rental Modaraba

Finance	Strong
Business	Strong
Audit	Strong
Risk	Medium
IT	Medium
HR	Medium
Supply Chain	Medium
ESG	Medium
Digital	Medium
Fintech	Medium

- Ms. Nasir is an accomplished fellow member of the Institute of Chartered Accountants of Pakistan and a Fellow member of the Institute of Corporate Secretaries of Pakistan with more than 25 years of experience.
- She has been actively involved in steering various professional trainings, consultations, workshops, seminars, webinars, podcasts related to specific topics of reporting and disclosure requirements in Pakistan, best practices for internal audit and internal control and areas impacting corporate governance especially family businesses.
- Ms. Nasir has carried out special assignments related to Corporate Governance, including Board Performance Evaluations and Director Orientation Programs. A case study - Disclosure Requirements on Corporate Governance - Pakistan, was prepared and presented by her in the 24th session of ISAR, held in Geneva in October 2009, under the auspices of United Nations Conference on Trade and Development (UNCTAD).
- Currently she is also offering independent services as Corporate Governance consultant. Her aim for “enablement, empowerment and development” of accountancy professionals has led her to participate as an active member through several committees including the Women Committee, Digital and Accounting Board Committee and Economic and Advisory Committee of the Institute of Chartered Accountants of Pakistan.
- Recently Ms. Nasir was awarded Life-Time Achievement Award by the CA Women’s Committee of the Institute of Chartered Accountants of Pakistan.
- To bring about positive change in the society, she is heading a social enterprise by the name of Kashikar, which works for the uplift of the people of Hala and is also the President of an NGO- Illmoamal.



Samia Liaquat Ali Khan

Senior Advisor – Program Design and Impact Investing
Self-employed
Islamabad, ICT
Pakistan

Academic Qualification

- MSc Development Studies, SOAS, University of London
- Master of Public Administration, Columbia University, NY, USA
- BA International Relations, Mount Holyoke College MA, USA

Professional Qualification

- Executive Leadership
- Strategic Planning
- Fundraising Programme Development
- Policy Evaluation

Director Training Program: Not Qualified

Served on Board(s)

- All Pakistan Women's Association
- UK Chapter

Serving on Board(s)

Finance	Medium
Business	Strong
Audit	Medium
Risk	Medium
IT	Medium
HR	Strong
Supply Chain	Medium
ESG	Strong
Digital	Strong
Fintech	Strong

- Ms. Samia Liaquat is a strategic and progressive leader, with over 25 years' global experience in designing, building, and advancing programs designed to lift the lives of humans affected by poverty and conflict.
- As Senior Group Head at the Pakistan Poverty Alleviation Fund (PPAF), she designed and led the \$150 million National Poverty Graduation Program, with the aim to engage with nearly half a million households through asset transfers, interest free loans and skills training.
- While at PPAF, Ms. Samia Liaquat spearheaded research initiatives that led to the organization being recognized as a top choice for donors with funding grants of more than \$95million from the International Fund for Agriculture Development, European Union, Engro Foundation and Citi Foundation.
- As Head of Programs for UK-based organization, Minority Rights Group International, and subsequently, The Institute for War and Peace Reporting (2004-2009), she designed and led socio-economic programs for communities most affected by poverty and conflict in Southeast Europe, Central and East Africa, South Asia and the Middle East region.
- In 2010/11, as an independent consultant, Ms. Samia Liaquat successfully evaluated International Planned Parenthood Foundation's country programs for Pakistan and Bangladesh and designed a monitoring and research framework for the Global Campaign for Education (GCE) and their member coalitions.
- Samia is motivated by helping those without a voice to take control of their lives and destinies, and believes that a just and equitable society is what we must aim for, in both our personal and professional capacities.



Shahana Ahmed Ali

Legal Consultant
Legal & Governance Consultancy
Karachi, Sindh
Pakistan

Academic Qualification

- L.L.M, International Economic Law, University of Warwick, UK
- L.L.B, University of Karachi
- B.A, St-Joseph's College for Women, Karachi

Professional Qualification

- Advocate High Court

Director Training Program: Qualified

Served on Board(s)

- Lomen Fabrics Limited
- Universal Terminals (Private) Limited (subsequently Byco Terminals Pakistan Limited)

Serving on Board(s)

Legal

Strong

Finance

Medium

Business

Strong

Audit

Strong

Risk

Strong

IT

Medium

HR

Strong

Supply Chain

Medium

ESG

Strong

Digital

Medium

Fintech

Medium

■ Ms. Ali is a seasoned corporate lawyer with over 30 years' experience of advising international clients, and as chief legal counsel for Power, Oil and Gas companies in private and public sectors.

■ Ms. Ali began her corporate career as General Counsel of Hubco, where she introduced the internal legal function, and played a vital role in the amicable settlement of one of the country's biggest international commercial disputes.

■ Ms. Ali later joined K-Electric as Chief Legal Counsel and Chief Corporate Officer, where she was instrumental in amicably settling long pending professional liability claims.

■ Subsequently, Ms. Ali joined Byco Industries and its subsidiaries as Group Chief Legal Counsel and Company Secretary, and, inter alia, advised diversified Boards on governance, international transactions, and matters of key legal, financial, strategic, and reputational importance.

■ From 2016 to 2021, Ms. Ali was Company Secretary of PPL, where she led corporate governance and managed diverse stakeholder interests.

■ Ms. Ali has the honour of being the first Pakistani lawyer chosen for nomination by the ICC World Council for appointment as a member of the ICC International Court of Arbitration, Paris.

■ Ms. Ali's contributions include the development of legal and corporate functions, successful management of conflicting stakeholder interests, and amicable resolution of commercial disputes.

■ Ms. Ali is passionate about philanthropy and preservation of nature. She believes in merit, and is motivated by the desire to excel and to help others achieve excellence.



Shar Bano

**Head Digital Customer Experience
Habib Bank Limited (HBL)
Karachi, Sindh
Pakistan**

Academic Qualification

- Master's in Business Administration (Marketing Majors), Preston University
- Master's in International Relation, Karachi University

Professional Qualification

- Diploma in Computer Science from Sindh Technical Board
- Certified COPC Standards Practitioner

Director Training Program: Qualified

Served on Board(s)

- SZABIST Institute for Management Sciences as Honorary Board Member in Student Advisory Board

Serving on Board(s)

Finance	Medium
Business	Strong
Audit	Strong
Risk	Medium
IT	Strong
HR	Strong
Supply Chain	Medium
ESG	Medium
Digital	Strong
Fintech	Strong

- Ms. Bano is a seasoned professional with over 22 years of experience in Financial Services and IT Industry.
- Prior to joining HBL, she was the Head of Digital Customer Care & Contact Centers in UBL (United Bank Limited) served for approx. 10 years.
- Prior to UBL served in different technology companies i.e., Arwentech (Pvt) Ltd, Si3 Systems Innovations Ltd and TeraData NCR in different roles respectively.
- At UBL and HBL she has acquired the diverse experience of Banking and technology, she has participated in different transformation projects of strategic importance such as Core banking and Digital transformations, Operational Excellence.
- She also pioneered in Contact Center solution and acquired the title of industry expert, recognized to develop, design and run the large and complex Contact Centers, Service Centers, Digital Channels and CX platform designing. She is currently working as expert of Digital Customer Experience and able to use Data driven design, innovative products and services. She is also involved in different SBP initiative supported by the bank such as Roshan Digital, Low cost housing, Roshan Mera ghar, Roshan mere Car, EKP (Ehsas Kifalat program) and Raast initiatives. Prior to Banking, Ms. Bano was working for different IT companies, Her substantive technology and Project Management capabilities has made multiple mega projects go live smooth and productive, such as CDGK (city district govt Karachi), UCs performance monitoring and helpdesk initiative etc.
- In Addition of her current role in Banking, she is also a motivational Speaker, an organizational development coach and social worker.
- Ms. Bano is passionate about technology, Innovations, People development, Social Services and cultural changes for diversity and inclusions, believes in equal opportunity based on merit. She is motivated by Nature, travel, cultural engagement.



Syeda Shehrbano Kazim

Chief of Staff
Cheetay Logistics
Lahore, Punjab
Pakistan

Academic Qualification

- B.Sc. (Hons), Lahore University of Management Sciences, Pakistan

Professional Qualification

- Harvard Kennedy School, Financial Institutions for Public Enterprise Development (Executive Education Course)

Director Training Program: Qualified

Served on Board(s)

- Damen Support Program

Serving on Board(s)

- Damen Support Program

Finance	Medium
Business	Strong
Audit	Medium
Risk	Strong
IT	Medium
HR	Strong
Supply Chain	Strong
ESG	Strong
Digital	Medium
Fintech	Medium

- Ms. Kazim has over 20 years of experience in the development, education and corporate sectors.
- As Chief of Staff at Cheetay Logistics, a multi-vertical, quick commerce company, Ms. Kazim supervises business heads and provides direction to the support functions.
- Prior to joining Cheetay Logistics, she headed the Resource Mobilization and Donor Outreach unit at the Pakistan Poverty Alleviation Fund, working closely with donors and internal stakeholders to design high impact interventions and programs, including the National Poverty Graduation Program, funded by IFAD and the Government of Pakistan.
- Ms. Kazim is a Director of the School of International Law, a recognized teaching Centre for the University of London for the Bachelor and Postgraduate Law certificates and degrees.
- Ms. Kazim is a member of the Pakistan Federal Union of Journalists and the National Press Club. She writes for various English dailies regularly. She has been associated with numerous public relations agencies and is the founding editor of the Spectrum of International Law, an annual publication of the School of International Law.
- Ms. Kazim is passionate about creating value propositions that benefit all stakeholders. She believes in creating dynamic teams and systems that respond to change by evolving and improving.



Tayyaba Rasheed

**Head Investment Banking Group
Faysal Bank Limited
Karachi, Sindh
Pakistan**

Academic Qualification

- MBA (International Business), IBA
- Chartered Financial Analyst (CFA Institute)
- Financial Risk Manager (FRM) Global Association of Risk Professionals

Professional Qualification

- Islamic Banking Certification from NIBAF and IBA CEIF
- Associate of Institute of Bankers Pakistan (JAIBP)
- Certification from Moody`s Analytics in Real Estate Developer Finance

Director Training Program: Qualified

Served on Board(s)

- DHA Cogen
- Aisha Steel Mills Limited
- Arif Habib Dolmen REIT Management Ltd.

Serving on Board(s)

- Aisha Steel Mills Limited
- Arif Habib Dolmen REIT Management Ltd.
- Pakistan Railway Freight Transportation Company Ltd
- United Brands Limited

Finance	Strong
Business	Strong
Audit	Strong
Risk	Strong
IT	Strong
HR	Medium
Supply Chain	Strong
ESG	Strong
Digital	Medium
Fintech	Strong

- Ms. Rasheed is a seasoned professional with over 20 years of experience in Corporate and Investment Banking.
- Prior to assuming her responsibilities as Head Investment Banking Group at FBL, she was managing the Project Finance & Syndications Unit at FBL.
- Ms. Rasheed doubled the revenue and profit growth from her segment after taking charge, on the back of her strong relationship with corporate clients. She led various land-mark Project /Infrastructure Finance and Debt Capital Market transactions.
- She is highly qualified with an MBA in Business and Finance from the prestigious Institute of Business Administration. She is a CFA charter holder Institute of Chartered Financial Analysts USA and is FRM certified from Global Association of Risk Professionals.
- She has been recognized as star performer and has been bestowed with various CEO awards at Faysal Bank and High Achiever Awards at National Bank of Pakistan.
- She was instrumental in introducing new products and services to increase the outreach of Corporate and Investment Banking Services.
- Her previous assignments include serving as Unit Head CIBG at National Bank of Pakistan and Relationship Manager at Bank Alfalah, where she started her career as a Management Trainee.
- Ms. Rasheed is highly competent and has hands-on experience in Project and Infrastructure Financing, Debt Capital Markets, Islamic financing, and Sukuk Issuance. She has been actively involved in the primary and secondary markets debt and equity deals. She has led and successfully closed complex restructuring and re-profiling transactions for her clients.
- Based on continuous engagement with corporate sector clients, she has an extensive understanding of most economic sectors such as Cement, Textile, Telecom, Engineering, Steel, Infrastructure, Real Estate, Sugar, FMCGs, Renewable Energy, Thermal Energy, Water resources, Pharmaceutical and Service Industry.
- Ms. Rasheed has served on the Board of DHA Cogen Limited and is continuing to be on Boards of well-known listed companies as Independent Director. She also chairs/member of sub-committees for Audit and HR.
- Ms. Rasheed has a firm belief that perseverance and commitment eventually leads to success. She is passionate about giving back to the community and is a visiting faculty member at IBA for Finance and Investment Banking Courses.



Zeba Shafi

**Program Director
Developments in Literacy (DIL)
Karachi, Sindh
Pakistan**

Academic Qualification

- M.A. Literature, California State University Fullerton CA, USA

Professional Qualification

Director Training Program: Not Qualified

Served on Board(s)

Serving on Board(s)

Finance	Medium
Business	Medium
Audit	Medium
Risk	None
IT	None
HR	Medium
Supply Chain	None
ESG	Medium
Digital	None
Fintech	None

- Ms. Shafi is a seasoned professional and social sector worker, with over 25 years of experience in Education services, both commercial and not-for-profit.
- With prior experience in the education sector in Dubai, she joined DIL as a volunteer Program Manager in 2005, assisting the Executive Director with management of the school projects, as well as providing English training to teachers. Initially based in Islamabad at DIL's Head Office.
- Subsequently, she was offered the responsibility to establish a regional office in Karachi to manage the South projects more closely. This included 2 projects in district Khairpur, one in Orangi Town Karachi and one in Baluchistan (a total of 80 schools). She transitioned to a non-volunteer position as Regional Program Manager. During her tenure in this role, she strengthened the management structures of the projects and set up quality assurance protocols. She also continued providing English language training to teachers and project staff.
- Ms. Shafi's contribution led to her elevation in 2017 as Director Programs, her current designation, in recognition of her achievements. She was given the charge of overseeing the entire DIL Program across Pakistan, with a team of about 50 people reporting to her.
- This includes DIL-owned schools, partner managed schools as well as several governments schools' clusters. She was also given charge of overseeing the IT department and the Libraries Program. In this position, she assessed and evaluated the program impact and made major changes, ending some partnerships that were showing less impact, substituting them with other, directly managed projects.
- In addition to her role as Program Director, Ms. Shafi also co-authors the annual report of the organization, along with the COO.
- Ms. Shafi is passionate about her work, demonstrated by her initial contribution as a pro bono volunteer for several years. Deeply cognizant of the huge gender divide in Pakistan, working for an organization which focuses on girls' education and community empowerment through education, is a cause close to her heart. Working indefatigably for this cause is her main interest.
- In her leisure time she likes to travel and, also enjoys live theatre.



Prof. Dr. Fakhara Rizwan

**Company Secretary and Chief Legal
& Corporate Affairs
Pakistan Stock Exchange Limited
Karachi, Sindh
Pakistan**

Academic Qualification

- PhD Corporate Laws from International Islamic University of Malaysia

Professional Qualification

- Certified Director
- Certified Financial Crime Specialist
- Member of High Court Bar Council

Director Training Program: Qualified

Served on Board(s): Yes

Serving on Board(s)

- Pakistan Institute of Corporate Governance
- Pakistan Railways Freight Transportation Company
- MIA Arbitration, Mediation & Conciliation Center

Finance	Medium
Business	Strong
Audit	Strong
Risk	Strong
IT	Medium
HR	Strong
Supply Chain	Medium
ESG	Strong
Digital	Medium
Fintech	Medium

■ Fakhara Rizwan is a Certified Director, qualified corporate lawyer (Doctorate in Corporate Laws from International Islamic University Malaysia) and Certified Financial Crime Specialist and has 13 years experience.

■ She has written articles on corporate laws and social issues which have been published in several law journals and newspapers.

■ She is an author of a book on 'Corporate Takeovers and Mergers -A Study on the Banks Role as Adviser', a founding work on the subject and two editions of the same which are already published.

She is currently serving as a board member of the Board of Pakistan Institute of Corporate Governance, Pakistan Railways Freight Transportation Company and MIA Arbitration, Mediation & Conciliation Center.

■ She is also an HEC Approved supervisor for supervision of PhD candidates and a member of the Board of Advance Studies and Research of the Shaheed Zulfiqar Ali Bhutto University of Law.

■ She practiced law in Malaysia and provided consultancy to Pakistan High Commission for almost five years.

■ Since from 2014, She returned to Pakistan and Joined Al Baraka Bank as its 'Company Secretary and Head of Legal Department.

■ In 2017, She joined ORIX Leasing Pakistan as Company Secretary.

■ She has been working with Pakistan Stock Exchange Limited for the past two years.



Farheen Irfan (Emerging Talent)

Chief Operating Officer
ACT Engineering Services
Karachi, Sindh
Pakistan

Academic Qualification

- BBA from Institute of Business Administration (IBA), Karachi
- E-MBA from Karachi School of Business and Leadership (KSBL)

Professional Qualification

- CFA (Currently Enrolled)

Director Training Program: Not Qualified

Served on Board(s)

Serving on Board(s)

Finance	Strong
Business	Strong
Audit	None
Risk	None
IT	None
HR	Strong
Supply Chain	Strong
ESG	Strong
Digital	Strong
Fintech	Strong
Legal	None

- Farheen Irfan is a seasoned professional with over 6 years of experience in financial services and industry.
- Currently, Farheen is working as COO for ACT Engineering Services – a PKR billion Company engaged in the business for solar installations. During her tenure, the company undertook restructurings, took initiatives of digitization (SAP), welcomed foreign investors (Burj Capital, US SIMA Funds, PFAN etc.) and executed divestment of 51% stake against Chinese top tier Solar PV manufacturer.
- Prior to joining ACT Group, she was the Associate, Investment Banking of Elixir Securities. Sectors under her coverage were: Food & Beverages Industry, Pharmaceuticals, Cement, Logistics, Transportation, Telecommunication infrastructure (submarine cables and telecom towers).
- Her core expertise lies in reading and analyzing PPAs for thermal and renewable energy projects [Tapal Energy, ACT Wind, ACT2 Wind, ACT Solar, ACT2 Solar, ACTES, Foundation Wind].
- Skill set include conducting feasibility studies, financial valuations, deal structuring, loan documentation, Negotiation and Closure.
- Ms. Irfan is highly passionate about climate change and is working rigorously to help GoP achieve its ambition of increasing renewable share by 30% by 2030 (UN SDG goal no.7). Beside work, she is also an avid reader and loves to bake.



Kanza Afzal (Emerging Talent)

**Chief of Staff to the Vice Chairman
Engro Corporation
Karachi, Sindh
Pakistan**

Academic Qualification

- BBA Finance from Institute of Business Administration

Professional Qualification

- Chartered Financial Analyst [CFA] Program (cleared all levels and is a Charter-holder)

Director Training Program: Qualified

Served on Board(s)

- Inbox Business Technologies Ltd. (System Integrator)
- Advisory Board of AIESEC Karachi (Youth-led Initiative on Cultural Exchange)

Serving on Board(s)

Finance	Strong
Business	Strong
Audit	Medium
Risk	Medium
IT	Medium
HR	Strong
Supply Chain	Medium
ESG	Medium
Digital	Medium
Fintech	Medium

- Kanza Afzal is an investment professional with work experience of 8 years in corporate strategy, organization restructuring, portfolio management and M&A largely in Food, Energy and Telecom Infrastructure space.
- She is currently working as Chief of Staff to the Vice Chairman at Engro Corporation.
- She served a term each as a member of
 - (i) Board of Directors for Inbox Business Technologies Ltd.
 - (ii) Advisory board for AIESEC Karachi.
- In her prior roles with the Dawood Group and Engro, she was intrinsically involved in
 - (i) development of Engro’s connectivity and petrochemical strategies,
 - (ii) Engro’s governance structure, frameworks, and mandates,
 - (iii) due diligence of select potential investment opportunities,
 - (iv) divestment of subsidiary shares,
 - (v) internal Group restructuring for efficiencies,
 - (vi) internal capacity building, etc.
- She is passionate about impact-focused investing principles that aim to uplift under-privileged sects of society and is also a strong supporter of promoting gender diversity.



Ramisha Saleem (Emerging Talent)

**Head of Growth & Operations, Terry Tex International, CEO, MK Textiles LLC.,
Special Advisor to the ESG Foundation
Terry Tex International
Karachi, Sindh
Pakistan**

Academic Qualification

- M.A. International Political Economy, University of Warwick, UK
- B.S. Economics & Mathematics, IBA, Karachi

Professional Qualification

Director Training Program: Not Qualified

Served on Board(s)

Serving on Board(s)

Finance	Medium
Business	Strong
Audit	Medium
Risk	Medium
IT	Medium
HR	Strong
Supply Chain	Medium
ESG	Strong
Digital	Strong
Fintech	Medium

- Ms. Saleem is a growth and operations specialist with a focus on ESG, and having 4 years' of work experience.
- Her focus has been to implement strategies that leverage the power of digital technology and are environmentally sustainable, socially inclusive, and follow ethical forms of corporate governance.
- Ms. Saleem is a Special Advisor to the ESG Foundation in the UK. Her interests include promoting ESG centric policies, female entrepreneurship, and creating inclusivity in SMEs and supply chains.
- At Terry Tex International, she worked extensively on creating safe working spaces for women in the organization and has also worked in collaboration with the USAID.
- Ms. Saleem holds diverse responsibilities and is the CEO of MK Textiles LLC., a female owned home and lifestyle enterprise focused on introducing in global markets, ESG compliant Pakistani products, manufactured primarily by female-led businesses. The idea is to economically empower women led SMEs and home-based businesses to create a distribution channel which is just, gender inclusive and sustainable.
- Ms. Saleem is passionate about using technology to bridge the gap between information and accessibility for overall social upliftment. She is also a Pro Bono Education and Career consultant, who works with high school students to offer education and career counselling services, with a particular focus on creating opportunities for underprivileged and marginalized groups.



Salima Hemani (Emerging Talent)

General Manager - Sustainability
Engro Corporation
Karachi, Sindh
Pakistan

Academic Qualification

- MBA (Finance), Institute of Business Administration (IBA), Karachi
- Currently pursuing APICS-CSCP (Certified Supply Chain Professional) Certification

Professional Qualification

- CFA Level 2

Director Training Program: Qualified

Served on Board(s)

- Aga Khan Social Welfare Board

Serving on Board(s)

- Aga Khan National Council for Pakistan
- General Body Member - AAHUNG

- Ms. Hemani is a seasoned professional with around 20 years of diverse industry experience, predominantly in the field of Finance.
- Prior to her current role as Chief of Staff, she had served as the Head of Customer Services and Finance & Planning Function at Engro Polymers and Chemicals Limited.
- Her initial career, prior to EPCL, was in the Banking sector as a Corporate Relationship Manager.
- Ms. Khan is passionate about voluntary services and believes in continuous learning and is keen to explore and work on digital interventions to add efficiency to the business. Her diverse experience in different dimensions of business has deepened her business experience and acumen and has helped develop a strategic mindset.
- She is an avid read and a travel enthusiast.

Finance	Strong
Business	Strong
Audit	None
Risk	Strong
IT	Medium
HR	Strong
Supply Chain	Medium
ESG	Medium
Digital	Medium
Fintech	None

About Diversity Hub- HR Metrics

Diversity Hub-HR Metrics has introduced Global Diversity, Equity and Inclusion Benchmarks Standards. We hold annual GDEIB Conference & Awards with a mission to help organizations become sustainable through inclusive cultural and behavioral change. Diversity Hub reviews emerging global best practices, carries out local research to understand industry need, produces data driven research reports, and designs bespoke solutions to facilitate desired outcomes. Diversity Hub also maintains Equal Opportunity Advocacy Council and Women for Board Program at higher level.



Disclaimer: Diversity Hub-HR Metrics has compiled the profiles of high profile women, based on the voluntary provision of information by concerned individuals. HR Metrics is not liable and does not take responsibility for ensuring the authenticity of information. Organizations keen to engage women for board are recommended to exercise full due diligence to verify and validate the information provided by concerned individual.



CEO HR Metrics

Zahid Mubarik is the CEO of HR Metrics and SHRM Partner in Pakistan. He is a global expert in human capital measurement metrics/analytics. Zahid is the only HR Leader from Asia to become member ISO Technical Committee 260 which comprised of experts from 11 countries including USA, UK, Pakistan, France, Germany, Sweden, Switzerland, Austria, Norway, Netherlands and Portugal for developing global HR standards. Zahid actively participated in HR standards meetings at Washington, London, Melbourne, Rotterdam, Paris, Singapore, Bali and Milan. As a recognition of his contribution, he was elected as Global Convener of ISO HR Metrics Standards Working Group. During his leadership, ISO published two global HR standards specifications including Quality of Hire and Impact of Hire". He has the honor of being distinguished speaker in international HR conferences/seminars at Las Vegas, Beijing, Moscow, Baku, Hanoi and Dubai. Zahid introduced SHRM Competency based HR Certification in Pakistan. Zahid is a member Board of Directors, The Centre for Global Inclusion USA. He introduced Global Diversity & Inclusion Benchmarks Standards in Pakistan. He is the Chief Editor HR Magazine Workforce Tomorrow.



SHRM-SCP, SPHRi, GPHR

President SHRM Forum Pakistan

Member Pakistan Stock Exchange Task Force on ESG
Chairman HR Standards Technical Committee Pakistan
Member ISO Technical Committee 260 HR Standards
Board Director, The Centre for Global Inclusion USA

For any assistance, please contact Zahid Mubarik CEO HR Metrics through email at Zahid@thehrmetrics.com or Cell +92 321 2444234