

Pak Investment Competitiveness Project

“Employer of Choice” Gender Diversity Awards

The **Gender Diversity and Disclosure Scorecard** encourages business leaders in Pakistan to voluntarily participate in sharing best practices in gender diversity for the country's private sector. Participating companies will be evaluated and scored along 5 Gender Equity Principles (GEPs) that capture gender mainstreaming practices. These principles gauge the organization’s strategies and practices related to women’s empowerment.

GEP #1: Leadership and Accountability

Strategic Action (1a to 1d) [12 points]

Gender Diversity and Climate Action (1e to 1i) [14.5 points]

GEP #2: Gender Diversity and Workforce Representation

Gender Equality in the Workforce (2a – 2d) [14 points]

Gender Equality in Leadership (2e – 2h) [12 points]

Gender Equality in the Supply Chain (2i – 2j) [4 points]

GEP #3: Gender Pay Gap (Compensation and Benefits) [17 points]

GEP #4: Optimal Workplace Culture

Family-Friendly Workplaces (4a – 4k) [45 points]

Respectful Workplaces (4l – 4s) [18.5 points]

GEP #5: Coaching and Mentoring for Female Employees [10 points]

Organizations are encouraged to submit public documents (or links to documents) from the last 3 years (**2022-2025**). Focus on trends over discrete data points, highlighting progress in women’s rights and economic empowerment. *Read all submission guidelines at the end of this document to submit information as accurately as possible.*

In this document, you will find...

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Submission Guidelines

The “Employer of Choice” Gender Diversity Awards aim to measure how Pakistani businesses promote women’s economic empowerment through company policies and actions. Nominated companies should provide supporting documents using the submission guidelines below, which ensure that their *complete achievements in gender diversity are reflected*.

The deadline to submit all documents is 15th June 2026, after which submissions will not be accepted. The reporting period for this cycle is limited to the last complete fiscal year of your organization.

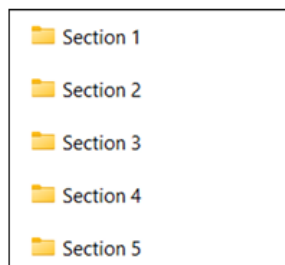
The Pakistan Business Council (PBC) reserves the right to share practices from the nominated companies for knowledge-sharing and capacity-building, and to promote business reporting on gender diversity.

Compiling Information Accurately

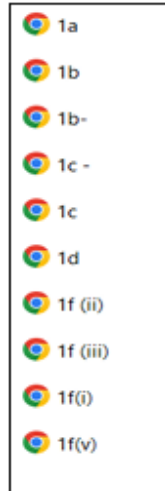
1. **The submitted documents should be official and complete.** Examples of such documents includes public declarations and reports available on the company website and social media; corporate policy manuals (HR, safety, corporate culture, etc.); evidence of reporting to higher management (letterhead, email chains, internal processes); company reports (annual, integrated, sustainability, etc.); and third-party audit reports (UN WEPs, EDGE, SMETA, etc.).
2. **Summaries of policy documents will not be accepted** – policies must be submitted exactly as they are communicated internally.
3. **Questions that ask for quantitative data must include numbers**, referring to questions about the average wage gap, length of paid leaves, trainings conducted, grievances filed and resolved, etc. Please do not submit data that cannot be counted, measured, or expressed using numbers. For proportions, please show your complete calculations so that it is clear that the correct formulas were used.
4. **Only Pakistan-specific information will be accepted.** This particularly applies to multinational companies with offices and operations in different countries. For instance, “XYZ International” is an acceptable reference only if information is provided on how the policy is adapted to Pakistan. This can include information such as a localized version of the policy document or an official point of contact for policy implementation in Pakistan.

Labelling Your Documents

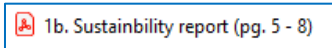
1. For each question (including multiple-choice questions), provide just one document OR link as evidence that the policy or practice exists in your organization.
2. **Create separate folders for each section of the scorecard** [Section 1, Section 2...] There are 5 sections corresponding to the 5 Gender Equity Principles [“Leadership and Accountability”, “Workforce Representation” ...]



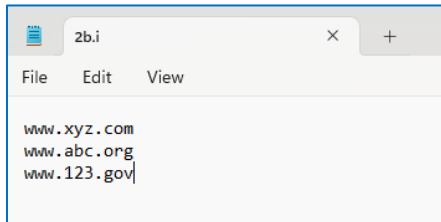
3. **Label the files for each question** [“1a”, “1b”, “2c” ...].



4. **Compile multiple files for each question in a single PDF.** You may use free online platforms such as [PDF joiner](#) to assist you. Only one file (the topmost) will be considered as evidence. All other documents will be disregarded.
5. **Specify page numbers** when sharing proof from a sustainability report/annual report or other published reports.



6. **When sharing a link, enclose the link inside a Word/Notepad file with the relevant question number.** Make sure the link is valid and does not expire. For example, if you want to share 3 links for question 2b.i, make a text file called “2b.i.” and write the relevant links inside:



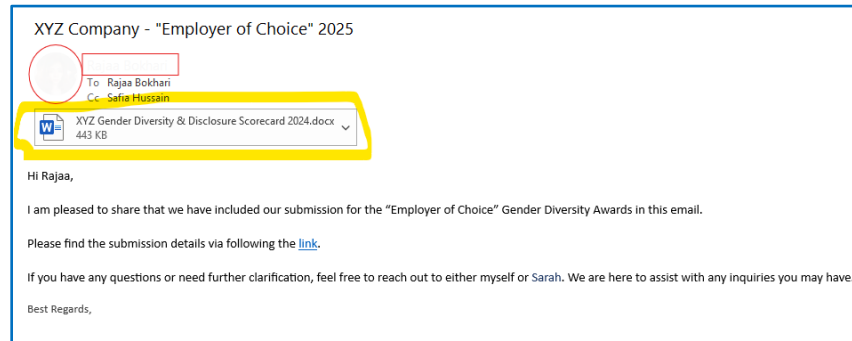
Marking Your Responses

7. Mark the options you are selecting for each question in the **Error! Not a valid bookmark self-reference.** table:
 - a. Link/Document
 - b. Cannot provide
 - c. Any alternative options available

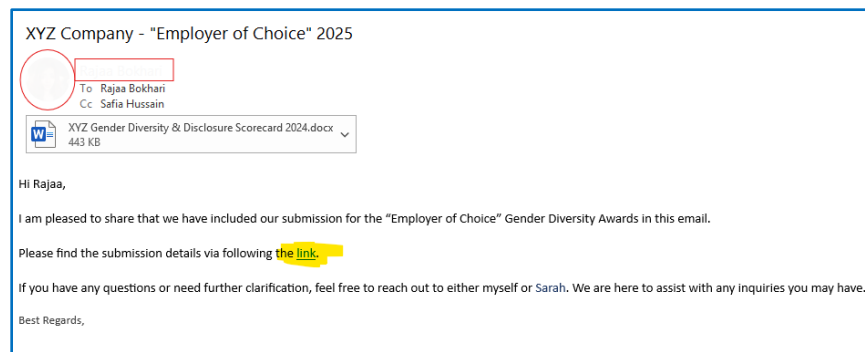
2i. Proportion of women-led businesses in company's supply chain.	
<i>Provide numerical answer as percentage of registered suppliers.</i>	
<i>Proportion of women-led businesses in the supply chain = (Number of women-led businesses in the supply chain / total number of registered businesses in the supply chain) * 100</i>	
<input type="radio"/> Link/Document	(2)
<input type="radio"/> Cannot provide	(0)
2j. Strategy or actions to incorporate women-led suppliers.	
<input type="radio"/> Link/Document	(2)
<input type="radio"/> Cannot provide	(0)

Making a Submission

8. **Email your submissions** only to pubc_gdda@pubc.org.pk. **Please do not send your evidentiary documents as attachments.**
9. **Only one attachment is allowed: Your copy of the Scorecard with your options selected:**



10. Compile all your evidentiary documents in a single Dropbox/Google Drive/OneDrive link that should not expire and be accessible to the CERB team. Include that that link into the body of your email:



11. Once your submission is sent, **you cannot make any changes.**

Additional Note on Response Types

A regular question in the Scorecard contains two options only: “Link/Document” or “Cannot provide”:

1a. Proof of company leadership’s public commitment to gender equality and women’s empowerment.	
<i>Evidence may include any ONE type: company website, annual report, social media, audits/certifications, etc.</i>	
<input type="radio"/> Link/Document	(2)
<input type="radio"/> Cannot provide	(0)

However, ALL questions require supporting evidence, typically in the form of a link to a document or the document itself. Even if a question offers different options from the above, you *must* also provide a link or document as evidence. For example, question (1c) requires a link or document regardless of whether you select "Third-party" or "Self-assessment."

1c. Proof of gender assessment.	
<i>Includes objectives of assessment; feedback from employees; data collection techniques; main findings; and overview of gender action plan.</i>	
<input type="radio"/> Third-party (ex., EDGE, UNDP Gender Equality Seal, UN WEPs-GAT)	(2)
<input type="radio"/> Self-assessment (undertaken internally by the company)	(1)
<input type="radio"/> Cannot provide	(0)

Gender Diversity & Disclosure – Scorecard (147 points)

Mark selected options by **highlighting** them. An asterisk (*) indicates questions where multiple responses can be selected.

Leadership and Accountability

/26.5

Strategic Action

/12

1a. Proof of company leadership's public commitment to gender equality and women's empowerment.

Evidence may include any ONE type: company website, annual report, social media, audits/certifications, etc.

- Link/Document (2)
- Cannot provide (0)

1b. Proof of responsible gender-sensitive marketing communications policy or commitment embedded in larger corporate policy.

Commitment of companies to avoid negative or stereotypical portrayal of women and girls, using socially conscious and inclusive language and imagery. Proof must include policy guidelines, checklists, or strategy document.

- Link/Document (2)
- Cannot provide (0)

1c. Proof of gender assessment.

Includes objectives of assessment, feedback from employees, data collection techniques, main findings, and an overview of the gender action plan.

- Third-party (ex., EDGE, UNDP Gender Equality Seal, UN WEPs-GAT) (2)
- Self-assessment (undertaken internally by the company) (1)
- Cannot provide (0)

1d. Targets on gender equality.

Targets must be numerical, where possible (ex., increase representation of women in senior management to 10% by 2025, etc.). May be split according to department, management tier, function, etc. May be listed against HR operational KPIs such as hiring, promotions, rewards, turnover, attrition, etc.

- Link/Document (2)
- Cannot Provide (0)

1k. Proof of leadership participation in gender diversity training.

Beyond broad commitments, this would assess whether C-suite executives and board members have personally undergone gender sensitisation or unconscious bias training.

- Link/Document (3)
- Cannot provide (0)

Gender Diversity and Climate Action

/14.5

1e. Public disclosure of gender diversity related performance indicators in company's ESG/sustainability report.

Response should include company's sustainability/ESG report with gender diversity-related indicators such as gender pay ratio, workforce gender diversity, and number of female board members. More guidance is available with the Securities & Exchange Commission of Pakistan (SECP).

- Link/Document (3)
- Cannot provide (0)

*1f. Company's commitment to gender-inclusive climate action.

Proof of recognition of women as essential stakeholders in company's response formulation to climate change. Examples include:

- Raise awareness of women's role in climate resilience through informational campaigns, strategic partnerships, employee training, policy advocacy, and community outreach. (1)
- Assess the potential risks of climate change on women in the supply chain, including those as a direct result of the organization's activities and those resulting from broader climate impacts (1)
- Increase economic opportunities for women in sustainability & climate action, such as hiring them for related roles and sourcing environmentally-friendly products from women-led businesses (1)
- Cannot provide (0)

1g. Proportion of women represented in company's climate change response.

Proof must be limited to company's projects, products, services, strategies, and actions in response to climate-related risks to its stakeholders. Representation of women encompasses board members, managers, employees, and external consultants. Final score will be provided to response that contains a value in percentage "%" only.

- Link/Document (3)
- None (0)

1h. Products/services/tools offered that address disproportionate impact of climate change on women.

Examples include providing training to women on climate resilience, offering them credit or insurance against climate risk, supporting women-led SMEs through green financial services, or launching products and services to enable climate resilience.

- Link/Document (2)
- Cannot provide (0)

1i. Company's assessment of potential environmental impacts and risks of its activities on women and other underserved groups.

Proof must contain an analysis of how the company's operations might disproportionately affect women and underserved groups in terms of pollution exposure, resource access, health impacts, climate change vulnerability, and community displacement.

- Published report on environmental & social impact assessment (ESIA) (2)
- Other (_____) (1.5)
- Cannot provide (0)

Gender Diversity and Workforce Representation

/30

Gender Equality in the Workforce

/14

2a. Proportion of women in the company's permanent (non-contractual) workforce.

Provide information relevant to the reporting cycle, split by year and gender. Response should show complete calculations. Final score will be provided to response that contains a value in percentage "%" only.

- Link/Document (3)
- None (0)

***2b. Policy or strategy to support increasing the proportion of women hired.**

- Recruitment (strategies and initiatives aimed at attracting and hiring more women, such as targeted outreach, diverse interview panels, and inclusive job descriptions) (1)
- Returnship programme (structured program designed to help women who have taken career breaks, often for caregiving, re-enter the workforce, including details on the program's structure and the number of women retained after one year) (0.5)
- Specialized internship (programs specifically designed to attract and develop female talent in fields where they are underrepresented, including details on the program's focus and target audience) (0.5)

***2c. Measuring indicators to determine employee satisfaction and retention.**

Provide numerical data (with calculations) for each year in the reporting cycle. Start by calculating the average number of female employees.

- Average number of female employees = (number of female employees at year start + number of female employees at year end) / 2

Using this average, calculate the following metrics for female employees:

- Turnover rate = (number of female employees who resigned or were terminated) / (average number of female employees) * 100
- Attrition rate = (number of female employees who resigned) / (average number of female employees) * 100
- Retention rate = 100 - turnover rate

Finally, calculate the absenteeism rate for female employees:

- Absenteeism rate = (total number of absent days for female employees) / (total number of workdays for female employees) * 100

- Turnover rate for female employees (includes resignations AND terminations) (1)
- Attrition rates for female employees (includes resignations ONLY) (1)
- Retention rate for female employees (1)
- Absenteeism rate for female employees (1)

***2d. Proportion of women from minority groups in the company's workforce.**

Minority groups listed below. Show your calculations. Employees must be part of the company's permanent workforce. Use this formula:

- Proportion of female employees from minority group = number of women from minority group divided by total headcount of minority group multiplied by 100

As an example:

- Proportion of female employees from religious minorities = (number of female employees from religious minorities / total number of permanent employees from religious minorities) * 100

- Religious minorities (Shia, Ismaili, Parsi, Hindu, Christian, Sikh, etc.) (1)
- Persons with Disabilities (physical, intellectual/developmental, sensory, etc.) (1)
- Gender and sexual minorities (transgender, non-binary, etc.) (1)
- Ethnic minorities (Muhajir, Sindhi, Seraiki, Bengali, Pashtun, etc.) (1)

- Refugee & immigrant minorities (employees who are either: (1) born outside of Pakistan, (2) do not hold Pakistani citizenship, or (3) are currently seeking asylum within Pakistan) (3)

Gender Equality in Leadership

/12

2e. Proportion of female board members.

From total number of board members, both executive and non-executive. Final score will be provided to response that contains a value in percentage “%” only.

- Link/Document (3)
 None (0)

2f. Proportion of women in company’s executive management.

Final score will be provided to response that contains a value in percentage “%” only.

- Link/Document (3)
 None (0)

2g. Proportion of women in company’s middle management.

Includes department heads, assistant directors, and branch managers. Final score will be provided to response that contains a value in percentage “%” only.

- Link/Document (3)
 None (0)

2h. Proportion of women in company’s lower management.

Includes supervisors, section heads, superintendents, forepersons, etc. Final score will be provided to response that contains a value in percentage “%” only.

- Link/Document (3)
 None (0)

Gender Equality in the Supply Chain

/4

2i. Proportion of women-led businesses in the company’s supply chain.

Provide a numerical answer as a percentage of registered suppliers.

Proportion of women-led businesses in the supply chain = (Number of women-led businesses in the supply chain / total number of registered businesses in the supply chain) * 100

- Link/Document (2)
 Cannot provide (0)

2j. Strategy or actions to incorporate women-led suppliers.

Evidence for actively seeking and partnering with businesses owned and run by women through targeted outreach, supplier diversity programs, or inclusive procurement policies.

- Link/Document (2)
 Cannot provide (0)

Gender Pay Gap (Compensation and Benefits)

/17

3a. Average/mean (organizational) pay gap.

Proof must contain a number. Any internationally accepted tool can be used to calculate it, such as [this](#). List the pay gap from each year of the reporting period (3 years starting from the most recently completed fiscal year).

In its most simple form, the gender pay gap is calculated by finding the difference between the average salaries of women and men, then dividing this difference by the average salary of men, and finally multiplying the result by 100 to express it as a percentage. This percentage represents the average amount by which women are paid less than men.

- Link/Document (3)
 Cannot provide (0)

3b. Details on gender pay gap analysis.

For example, expressing the pay gap at each level of employment or employee grade, also called a like-to-like comparison.

- Link/Document (3)
 Cannot provide (0)

3c. Proof of reduction in the gender pay gap over the years.

Proof must contain numerical evidence. Show how the wage gap has decreased over the years, if available.

- Link/Document (2)
- Cannot provide (0)

3d. Formal policy or strategy on rewards and benefits for all employees.

- Link/Document (2)
- Cannot provide (0)

3e. Strategy to reduce gender pay gap.

Proof must be linked to the company's overall policy for rewards and benefits.

- Link/Document (2)
- Cannot provide (0)

3f. Strategies or actions to implement living wage/income.

A living wage is calculated by estimating the cost of basic necessities like housing, food, healthcare, transportation, childcare, recreational activities, and emergency expenses for each city. The calculation often considers factors like family size, local market prices, and tax rates.

Living wages vary from region to region, so each company has to calculate living wages for each city in which the company's workforce is present. Hence, based on its calculations, each company may come to a different value, as long as the above expenses have been sufficiently taken into consideration.

Living wage is NOT minimum wage. Any discussion of minimum wages will be disregarded.

- Link/Document (2)
- Cannot provide (0)

3g. Proportion of employees currently at or above living wage/income.

This question requires two pieces of evidence:

1. The value of the living wage calculated for each city where an organization operated during the reporting cycle.
2. The number of employees currently earning above the calculated living wage across all of Pakistan. Express this value as a percentage of the total workforce.

Proof must cover all employment types, including permanent employees (full-time and part-time), contractual employees, interns, and third-party contractors. No score will be awarded if the living wage for each city is not provided. No score will be awarded on minimum wage, or any kind of data that is not relevant.

- Link/Document (3)
- None (0)

Optimal Workplace Culture

/63.5

Family-Friendly Workplaces

/45

4a. Paid maternity leave.

Proof must be limited to leave at 100% pay for the maximum possible duration, excluding extensions due to special circumstances or medical emergencies. Policy must not reduce leave duration for consecutive births or limit the number of times it can be applied in the employee's service.

- More than 6 months (3)
- Between 3 to 6 months (2)
- Less than 3 months (1)
- Does not offer (0)

4b. Paid paternity leave.

- More than 3 months (3)
- Between 1 month to 3 months (2)
- Less than 1 month (1)
- Does not offer (0)

***4c. Additional paid parental leave in cases of:**

Response should be in terms of weeks or months for each of the following cases. This question DOES NOT refer to medical insurance.

- Adoption (0.5)
- Stillbirth (0.5)
- Miscarriage (natural/induced) (0.5)
- Other (_____) (0.5)

***4d. Actions that promote the uptake of paid parental leave.**

Proof must include the types of initiatives or actions the company has undertaken, such as internal communications or training sessions.

- Internal company announcement/reminders (regular communications, e.g., emails or intranet posts, promoting and explaining paid parental leave benefits and procedures) (0.5)
- Line manager training on parental/pregnancy wellness (training for managers on company policies related to parental leave, pregnancy, and related workplace wellness, including legal obligations and best practices for supporting employees) (0.5)
- Public disclosure of paid parental leaves (publicly sharing information about the company's paid parental leave policy, for e.g. on the company website, in recruitment materials, or in public reports) (0.5)
- Anti-discrimination policy against expectant mothers (written policy explicitly prohibiting discrimination against pregnant employees or those intending to take parental leave) (0.5)
- "Keep-in-Touch" policy during parental leave (policy outlining how employees during parental leave can maintain contact with team members, without creating pressure to return early) (0.5)
- Graduated return to work after leave (program allowing employees to gradually increase their working hours or responsibilities as they transition back to work after parental leave) (0.5)
- Maternity cover - workload sharing plan/strategy (documented plan for distributing the workload of an employee on maternity leave among other team members or using temporary staff) (0.5)
- Other (_____) (0.5)

***4e. Data on paid parental leave and return-to-work.**

- Number of employees on maternal leave (2)
- Number of employees on paternal leave (2)
- Rate of return-to-work for new mothers (2)
- Number of employees still employed after 12 months of return-to-work (2)

4f. Formal policy/strategy to support employees with family or caring responsibility.

Refers to accommodating employees providing care for elderly, ill or disabled family members etc. DO NOT include childcare options, which are covered in question (4h).

- Link/Document (2)
- Cannot provide (0)

***4g. Provisions to address female employee health and well-being.**

Proof must contain programmes that run throughout the year, not one-off, such as "Pinktober", "Mental Health Day", etc.

- Counselling or psychiatric services (0.5)
- Access to women's health services (e.g., contraception, medical tests, prenatal care) (0.5)
- Medical coverage for pregnancy and childbirth (0.5)
- Menstrual leaves (0.5)
- Menopause support policy or awareness program. (0.5)
- Employee feedback sessions/check-ins (0.5)
- Other (_____) (0.5)

***4h. Childcare support provisions.**

Childcare refers to the care of children, especially by a daycare centre, nursery, or childminder while the parents are working.

- On-site childcare (childcare facilities located within the company's premises) (1)
- Near-site childcare (facilities located close to the company's premises) (1)
- Childcare allowance (financial assistance to employees to offset the costs of childcare) (1)
- Emergency childcare support (assistance to employees facing unexpected disruptions in regular childcare arrangements) (1)
- Childcare referral services (employer-provided resources connecting employees with potential childcare providers) (1)
- Other (_____) (1)

***4i. Formal policy on flexible working arrangements.**

Flexibility in the workplace allows employees multiple options regarding how they work. This does not mean that all employees must have the same options. Employers may provide a variety of solutions depending on their employees' personal and professional circumstances, role types, locations, and performance objectives.

- Flexible work hours (non-typical workday schedule to accommodate employee needs) (0.5)
- Flexible work locations (work from locations that are not limited to company premises) (0.5)
- Compressed work weeks (full-time hours spanning over a fewer number of days in the week) (0.5)
- Shift selection (employee choice in preferred work shifts) (0.5)
- Job sharing (two or more employees share responsibilities of one full-time position) (0.5)
- Part-time work (reduced working hours compared to full-time employment) (0.5)
- Other (_____) (0.5)

4j. Provision of clean, accessible, and adequate number of women's bathrooms.

Evidence may include any ONE type: floor plans, maintenance logs, inspection reports, policy documents, employee surveys, signage photos, on-site visits, and data on employee-to-facility ratios

- Link/Document (2)
- Cannot provide (0)

4k. Provision of women's safe and private rest areas.

Evidence may include any ONE type: Rest area policies, location details, access procedures, security measures, employee feedback, on-site visits, and photos/videos of the rest area and its features

- Link/Document (2)
- Cannot provide (0)

Respectful Workplaces

/18.5

4l. Formal policy on bereavement and religious observance leave.

Evidence of leave provisions for the death of a family member, including Iddat for Muslim women (mandatory 4 months and 10 days), Iddah al-wafah, and equivalent accommodations for employees of other faiths

- Link/Document (2)
- Cannot provide (0)

4m. Formal policy to address violence and harassment in the workplace.

- Link/Document (2)
- Cannot provide (0)

***4n. Annual mandatory training for safe and dignified workspaces.**

Proof must contain number of training sessions OR number of employees trained OR number of training hours, split by gender, within specified period that falls within the reporting cycle. Only acceptable answers are numbers. Do not provide policy documents, training slides, testimonials or pictures.

- Code of conduct (workplace ethics and expected behaviour) (0.5)
- Sexual harassment (identifying, preventing, and reporting sexual harassment) (0.5)
- Unconscious bias (gender sensitization) (0.5)
- Gender-based violence (identifying and preventing GBV, along with available resources) (0.5)
- Diversity and inclusion (promoting understanding and respect for workplace diversity) (0.5)

4o. Actions that promote safe & respectful working environments for transgender employees.

Evidence may include any ONE type: inclusive policies and procedures, observable respectful practices and inclusive facilities, and positive feedback from transgender employees regarding their sense of safety and inclusion.

- Link/Document (2)
- Cannot provide (0)

4p. Details of grievance mechanism(s).

Mechanisms through which employees can raise complaints or concerns. Include how these operate and how workers were consulted during the design of the mechanism(s).

- Link/Document (2)
- Cannot provide (0)

4q. Number of grievances reported related to bullying, harassment, discrimination, retaliation, and human rights violations.

Response must be numerical. Do not provide any identifying information related to employees, such as names, phone numbers, or employee IDs.

- Link/Document (2)
- Cannot provide (0)

4r. Number of grievances resolved related to bullying, harassment, discrimination, retaliation, and human rights violations.

Response must be numerical. Do not provide any identifying information related to employees, such as names, phone numbers, or employee IDs.

- Link/Document (2)
- Cannot provide (0)

***4s. Support mechanisms to support employees facing domestic violence.**

Domestic violence (DV) is abusive behaviour by one person on another in a close relationship, such as a spouse or family member. It can be physical, emotional, financial, sexual, or psychological, and can take place both inside and outside the home. It can impact victims even when their abusers are not close by. Victims may feel unsafe and isolated. Learn [here](#) about corporate strategies that can support employees who may be victims of DV.

- Counselling services, specialized to handle DV cases (0.5)
- Financial support (0.5)
- Legal support (0.5)
- Safety protocols (0.5)

***4t. Support mechanisms to enable safe commute for female employees.**

Commuting refers to the everyday trip made by someone between home and work.

- Fuel or transport allowance (1)
- Subsidized or company-provided transportation (1)

Coaching and Mentoring for Female Employees

/10

5a. Professional development training for female employees.

Includes technical training, presentation and communication skills, work-life balance, networking, leadership training, etc. These trainings must be exclusive to female employees. Any response offering training to BOTH men and women will be disregarded unless the evidence provided demonstrates that women's specific needs were addressed in the training. Include the number of female trainers and trainees, and names of modules specifically targeted to women covered in the training.

- Link/Document (2)
- Cannot provide (0)

5b. Strategy to promote female employees.

Evidence can relate to succession planning for women to transition into key leadership positions, identifying high-potential female employees and charting their future career progress, and role-mapping to identify positions most suitable for women in leadership.

- Link/Document (2)
- Cannot provide (0)

5c. Formal mentorship or sponsorship program for women.

Evidence can relate to activities of such programmes, such as programme guidelines, schedules, participant criteria, & data on programme outcomes.

- Link/Document (2)
- Cannot provide (0)

5d. Provision of internal support network for women or working parents.

For ex. lean-in circles, WhatsApp groups exclusively for female employees or working parents, so colleagues can connect together for support and advice. Acceptable responses include screenshots of such groups or emails to set up meetings, etc. Do not provide documents that may contain sensitive employee information.

- Link/Document (2)
- Cannot provide (0)

5e. Proportion of promotions awarded to female employees.

Provide numerical answer as percentage of total employees promoted in each year of reporting cycle.

*Proportion of women promoted = (Number of women promoted / total number of promotions) * 100*

- Link/Document (2)
- Cannot provide (0)

Frequently-Asked Questions

Understanding Public Disclosure in Business Reporting

1. What is the advantage of registering for the “Employer of Choice” Awards?

At the “Employer of Choice”, leadership values accountability and openness to the public. For *external stakeholders* of the company, public disclosure showcases organizational culture to its investors, helps fill information gaps for customers, manages the heightened perception of reputational risk for investors, and attracts motivated and talented employees.

For *internal stakeholders*, public disclosure of policies and performance metrics retains talent, improves employee productivity, reduces attrition rates, and helps better manage labour-related conflicts.

2. Why should my company disclose publicly if it is not legally mandated?

The Awards are voluntary, and the PBC does not mandate companies to sign up or submit to it any documents. However, public disclosure allows firms to position themselves as forward-thinking organizations that are in line with global trends on business reporting, and assist investors in making informed decisions about companies with responsible business conduct. It also helps companies improve their revenues as consumers increasingly prefer socially compliant businesses.

Furthermore, as the regulatory requirements on business reporting increase in Pakistan, companies ahead of the curve will be able to avoid any risk associated with noncompliance.

3. Which businesses can apply for the Awards?

All private and public sector for-profit entities operating in Pakistan are eligible to apply. This includes companies from any city across Pakistan, from any industry and of any size, as well as multinational companies with offices in Pakistan – as long as the company limits its evidentiary documents to its local operations and workforce.

Eligibility Criteria for the Awards

4. My company does not have enough female employees. Should we still register?

Yes, all private and public sector companies are eligible to apply. Companies with fewer female workers are *especially* encouraged, because the Awards process will help them understand the progress they have made, and measure gaps in their policies and practices. This gives them an opportunity to structure their approach to gender equality as per global and local expertise. Companies with overall lower proportions of female employees were some of the “Employers of Choice” in the past two years, such as K-Electric, Engro Fertilizers, Bank Alfalah, and EBM.

As the expectation of transparency and accountability from businesses increases, it is better to be a part of processes that promote these values. It is also important to note that the Gender Diversity and Disclosure Scorecard does not primarily measure the number of female employees, but focuses on how the company fosters an equal-opportunity work environment that is free of discrimination, respects its employees, and understands the importance of tapping into and improving the vast potential of Pakistan’s workforce.

5. My company is part of the heavy manufacturing sector/automobile industry, which is a male-dominated industry. Can we still apply for the Awards?

Yes, you should apply to the Awards. And as stated above, the Scorecard does not primarily measure the number of women in the organization. All other benefits of being part of this public disclosure process also apply!

6. Are small-to-medium enterprises (SMEs) eligible to apply for the Awards?

Yes, SMEs are eligible to apply for the Awards. The Scorecard does not score on company size but on its level of disclosure. While SMEs have fewer employees, they may still have in place the relevant policies to promote gender-equal workplaces or offer employee benefits to retain and promote female employees.

Moreover, submitting to the Awards can help SMEs identify and prioritize areas of improvement, allowing them to benchmark their progress against other companies, and lay the foundation for expanding the size of their operations and workforce.

7. Can social enterprises apply?

Yes, because a social enterprise is any business that seeks to maximize profits while meeting specific social or environmental goals as its primary purpose.

8. Why are NGOs not eligible to apply?

NGOs are not eligible to apply for the Awards since the Scorecard is structured towards for-profit entities.

Information on the Awards Cycle

9. Is there a fee associated with signing up for the ‘Employer of Choice’ Gender Diversity Awards 2026?

No, there is no fee for any company to sign up for the Awards. You will not be asked to pay at any time throughout the Awards cycle, including the ceremony.

10. When will the Awards ceremony take place?

The Awards ceremony will take place in August in Karachi, Pakistan. The exact day will be confirmed later in June.

11. What does the process leading up to the Awards look like?

The Awards process will include three webinars that will discuss the Scorecard and offer examples of best practices, along with answering questions from the participating companies. Moreover, the process consists of 3 rounds of reviews for each submission, after which the winners will be finalized.

The last date to submit is 15th June. A ceremony to announce the winning companies will take place later in August/September of the same year. The dates for the webinars and the Awards ceremony will be announced gradually during the Awards cycle.

12. What Awards will you be giving to the nominated companies?

Awards will be presented to the top 5 companies with the highest level of public disclosure. Moreover, the team at CERB is working towards developing other categories for recognizing top-performing companies. More details about the new categories will be shared during the Awards process on our social media.

Answering the Gender Diversity and Disclosure Scorecard

13. What if some questions do not apply to my company?

Each question on the Scorecard is voluntary. If specific questions do not apply, they can be skipped, as there are ample other opportunities to score points.

14. What is a supporting document?

- Public declarations and reports available on the company website and social media
- Corporate policy manuals (HR, safety, corporate culture, etc.)
- Evidence of reporting to management (letterhead, emails, internal processes)
- Company reports (annual, integrated, sustainability, etc.)
- Third-party audit reports (UN WEPs, EDGE, SMETA, etc.)

15. Can we share some documents privately to CERB, PBC?

Private disclosure is no longer accepted as the Awards focus on increasing public accountability. Please only submit documents marked for public disclosure.

16. Can we submit a document that was not previously publicly disclosed?

Yes, as long as your company is prepared to publicly disclose the information in the document. *The Pakistan Business Council (PBC) reserves the right to share best practices from the nominated companies for the purpose of knowledge-sharing and capacity-building, as well as report progress of the business sector in gender diversity.*

17. We are an equal-opportunity employer and don’t calculate the pay gap. Do we still have to submit quantitative proof for question 3a?

Yes, we strongly advise companies to calculate the pay gap even if they consider themselves equal-opportunity employers. While this commitment is a good start, calculating the pay gap is essential to understanding the parities that exist within the company.

It is mandatory to provide quantitative data for question 3a. Any submission without numerical data will not get a score on this question. To calculate the pay gap for your company, you can use this [tool](#) developed by the SECP or this [tool](#) developed by the Australian Government.

18. Our company has many factory workers, so we do not provide flexibility to any employee; will this count as proof for the Awards?

Flexibility is an approach that allows employees to work more efficiently while catering to their personal duties as well. It can vary from company to company and even amongst departments, since each business function operates differently.

CERB recommends establishing flexible workplaces and urges companies to adopt more flexible working methods for the factory staff. These can include job sharing, shift selection and compressed work weeks.

19. Our company provides all employees with the same mentorship and training programmes. Can we submit the same documents for questions 5a and 5c if we don't have specific training programs for women?

It is essential to submit proof for questions 5a and 5c *only* if your company has programmes specifically tailored to women. Women-specific programmes are designed keeping in mind the struggles, journeys and experiences women face in the workplace and, hence, have a higher chance of impacting the target audience. Therefore, any proof submitted to these questions must include programmes specific to female employees.