There is a growing strength in women but it's in the forehead, not the forearm.
Current Practices for Workplace Gender Diversity

By: Rukhsana Asghar | CEO
Fulcrum HR Management Consultancy
• According to world bank statistics Pakistan is one of the bottom ten countries with regards to the participation of women in the workplace.

• The general belief is that you can only tackle today’s business challenges by engaging the best talent, no matter whether it’s a man or women. Only the best counts.
Despite similar satisfaction rates women are however:

• 8% more energized to go the extra mile
• 7% more likely to stay with the organization and
• 10% more female employees would recommend their organization as a place to work to their friends.

Numerous studies have proven that companies with a significant proportion of women in leadership positions:

• Deliver improved company performance
• Have access to the widest talent pool
• Are more responsive to the market
• Achieve better corporate governance
Taking an Optimistic View - Gap is progressively narrowing - these are positive signs.

Out of 47 million employed people in Pakistan in 2008, only nine million were women i.e. 19%.

They are given less importance in decision-making.

In almost all institutions in Pakistan where women work they face different behaviours of discrimination.

Admittedly there is a challenging ‘GAP’.
• Governments and gender diversity advocates alike have established that at least 25% of a company's leadership needs to consist of women in order to capitalize on the advantages that women in leadership positions bring.

• Strikingly the participation of women in Pakistan’s leading companies was significantly lower than the Worldbank figure. A meager 10% of employees in our participating pool of companies are represented by women (the highest being 17% and the lowest 5%).

• Numerous governments have put in place directives and in some cases legislation in order to influence companies to increase women in their top teams.

• Not surprisingly this number was significantly lower at more senior levels. Women occupy only 5% of leadership positions in surveyed companies, compared to 14% in large European companies (source “Women Matter 2012” - McKinsey).
Organizations are beginning to realize that a heterogeneous workplace is the best workplace for Effectiveness, Creativity & Problem Solving.

Employer of Choice is breaking away from traditional management style.
A strong woman looks a challenge dead in the eye and gives it a wink.
Women are now being considered an asset, not a liability, by enlightened Management

There is greater awareness of gender inclusiveness at top level

More women want to participate in economic activities; more entrepreneurs now

Women showing interest in non-traditional professions too

Noticeable movements from middle to senior management level
Research has shown including women on BOD, increase business return and achieve better corporate governance. [Women currently hold 5.4 percent of Fortune 500 CEO roles.]

In Pakistan there are more CEOs and women at Senior Management positions now, than 10 years back.

Studies show women look for promotion on MERIT, in comparison- a very positive sign.

Have women reached point of shattering Glass-ceiling: NO
WHAT ARE WOMEN LOOKING FOR AT WORK

• Support from spouse and at home
• A safe work environment
• The practical realities of combining work with the demands of their family
• Being treated equally and fairly and supported by the top management
## WHAT ARE WOMEN LOOKING

At different seniority levels they are looking for:

<table>
<thead>
<tr>
<th>SENIOR MANAGEMENT</th>
<th>MIDDLE MANAGEMENT</th>
<th>JUNIOR MANAGEMENT</th>
<th>ENTRY LEVEL</th>
</tr>
</thead>
<tbody>
<tr>
<td>High performing women are encouraged and are given the opportunity to pursue more challenging roles and tasks within the company</td>
<td>I can openly communicate with my male colleagues and always feel respected</td>
<td>My line manager/supervisor actively promotes a healthy work life balance at my organization</td>
<td>My company offers equal career advancement and job opportunities to both men and women</td>
</tr>
</tbody>
</table>

At different ages they are looking for:

<table>
<thead>
<tr>
<th>25 YEARS AND BELOW</th>
<th>26-30 YEARS</th>
<th>31-40 YEARS</th>
<th>41-50 YEARS</th>
<th>51+ YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>My company offers equal career advancement and job opportunities to both men and women</td>
<td>I am able to fulfill important personal commitments</td>
<td>I can openly communicate with my male colleagues and always feel respected</td>
<td>My company allows me to work from home when needed to help me balance my responsibilities</td>
<td>My company pays men and women similar salaries and bonuses for equal performance</td>
</tr>
</tbody>
</table>
Becoming the employer of choice

- Offers equal career growth & opportunities
- Offers attractive pay, bonuses & other monetary compensation at par to both male and female employees
- Offers good employee perks & other non-monetary benefits
- Encourages positive interpersonal relations with colleagues & management
- Maintains healthy work-life balance for its employees
<table>
<thead>
<tr>
<th>TRADITIONAL EMPLOYER</th>
<th>VS</th>
<th>EMPLOYER OF CHOICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policies on paper</td>
<td>Fair Enforcement of Policies</td>
<td></td>
</tr>
<tr>
<td>Focus on hierarchical communication</td>
<td>Focus on Guidance and 360° feedback</td>
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</tr>
<tr>
<td>Mgmt. Style = Control the employee</td>
<td>Mgmt. Style = Develop the employee</td>
<td></td>
</tr>
<tr>
<td>Risk Averse</td>
<td>Risk Taker</td>
<td></td>
</tr>
<tr>
<td>Manager = Bureaucrat</td>
<td>Manager = Problem Solver</td>
<td></td>
</tr>
<tr>
<td>Employee = Subordinate</td>
<td>Employee = Stakeholder</td>
<td></td>
</tr>
<tr>
<td>Delegate tasks</td>
<td>Empowerment</td>
<td></td>
</tr>
<tr>
<td>Reactive</td>
<td>Proactive</td>
<td></td>
</tr>
<tr>
<td>Teamwork</td>
<td>Knowledge sharing</td>
<td></td>
</tr>
<tr>
<td>Negative Internal Competition</td>
<td>Anticipate &amp; Manage Change Change</td>
<td></td>
</tr>
<tr>
<td>Silos</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Avoid and resist change</td>
<td></td>
<td></td>
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<tr>
<td>Do things correctly</td>
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</table>
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**Mandatory Local Provisions for Benefit of Working Women**

- **MATERNITY BENEFIT ORDINANCE 1958:**
  Provides, 12 weeks maternity leave, 6 weeks before and 6 weeks after delivery

- **FACTORIES ACT provides:**
  - Rules Restricting lifting maximum weight by women
  - Suitable room for use of children of women workers, under age of six years
  - Restriction on employment of women at hazardous occupation
  - Timing of work between 7 AM & 7 PM
There are positive signs as per recent survey, women feel safe & secure when they are at work, especially if they have to work late and feel that their Company has a sexual harassment policy that is strictly enforced.
Encouraging signs, however women are looking at CEOs who do not do lip service to the gender diversity cause but are also able to translate their words into tangible support & encouragement for high performing women.
3. Publically Support Gender Diversity Programs

Outreach programs, such as secondment to public institutes, partnering with NGOs, offering scholarships to females from underprivileged backgrounds

Not much activity seen in this regards

Management Focused towards Providing Mentoring & Coaching of Female Talent to Adapt & Progress well within Organization

%age of implementation is low
4. Enabling Female Employees to Combine Work and Home Work; Flexible Working Hours & Work from Home

This is of great significance for women because they face a greater number of key risk times e.g. pregnancies, initial stages of child nurturing; lot of work yet to be done on this front

Not much activity seen in this regards

Support from Companies to Transition Back to Work on Return from Maternity Leave

Greatly lacks initiative

Day Care System at work for working women

Partially implemented
5. Transport Services & Facility

Arranging pick and drop services for working women can indeed be a great source of support for them

Implemented in majority of the organizations
6. Recruitment & Training
keeping in mind
Gender Diversity Alignment

Inclusion of women in recruitment processes & other business processes to ensure no gender bias is applied in Promotion, Bonus or Other development decisions.

Currently a lot more female are working/heading HR & other business functions in companies.

Gender Diversity Training & Women’s Leadership Forum

Implemented & on-going activity.
“My strength did not come from lifting weights. My strength came from lifting myself up when I was knocked down.
-Bob Moore.”
A woman is the full circle. Within her is the power to create, nurture and transform.

Diane Mariechild
Thank You!!!

CONTACT US
FULCRUM – HR Management Consultancy

▶ HEAD OFFICE:
BUILDING 22-C OFFICE #
M2–M3, 5th ZAMZAMA COMMERCIAL LANE,
DHA PHASE V, KARACHI

▶ TEL #: 021- 35302133 – 35 | 021-38798851-56
▶ FAX #: 021- 35302136

▶ EMAIL: info@fulcrum-pk.com
▶ WEB SITE: www.fulcrum-pk.com