P@SHA's
Diversity and Inclusion
IT & ITeS Landscape 2022

P@SHA

Pakistan Software Houses Association for IT & ITES

https://www.pasha.org.pk

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P@SHA's Diversity and Inclusion: IT & ITeS Landscape
2022

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Message by
Chairman

Congratulations to the P@SHA Secretariat team for publishing this report that captures the Diversity & Inclusion (D&I) landscape across the IT & ITeS Industry! I am pleased to see how P@SHA Research Team has diversified and expanded its research scope by giving holistic coverage to the areas impacting the overall growth, development, and progress of the IT and ITeS industry in Pakistan.

As the licensed representative body for the IT and ITeS industry, P@SHA represents thousands of IT and IT-enabled service companies. Therefore, being a representative body one of our prime responsibility is to identify the gaps, and collect and analyze data for informed decision-making for the involved stakeholders. P@SHA has been a strong advocate of D&I and has been at the forefront of launching multiple D&I-friendly initiatives such as the ProWomen Directory, ProWomen Community, and D&I Framework enabling IT companies to adopt and implement D&I practices and policies.

The lack of skilled resources in Pakistan is the biggest bottleneck in achieving the desired growth and progress. This problem needs to be tackled by collective and joint efforts from both the private and public sectors. Multiple companies and organizations have been working side by side in various areas to resolve this critical issue. However, all these efforts need to be channeled into creating a ripple effect. We believe government can play a major role in facilitating and accelerating these joint efforts. The facilitation & promotion of the interests of the IT Industry has always been the core focus of P@SHA policy advocacy. As a representative and voice of the IT industry in Pakistan, P@SHA has been actively involved in policy advocacy—recommending policies and suggesting implementation processes—with the government bodies. Earlier this year, we released Budget Recommendations incorporating covering broader recommendations for IT and ITeS for the budget 2022-2023, which included the recommendation to incentivize D&I in the IT and ITeS industry. I invite all stakeholders to promote and advocate D&I in Pakistan's IT industry by creating employment opportunities and addressing the lack of skilled resources shortage.

I sincerely hope that you'll find **'P@SHA's Diversity and Inclusion: IT & ITeS Landscape 2022'** helpful.

Muhammad Zohaib Khan
Chairman, P@SHA

Foreword

I am extremely pleased to present the 'P@SHA's Diversity and Inclusion: IT & ITeS Landscape 2022'. P@SHA's research team has worked extensively to gather and analyze data from the industry which can enable industry leaders to promote and advocate D&I in the IT industry. I am hopeful that it will serve as the cornerstone for the relevant stakeholders to initiate programs and discussions focused on improving diversity and inclusion in the IT industry of Pakistan.

According to the Global Gender Gap Report 2022, Pakistan ranks 145 out of 146 countries. Pakistan, with a population of 107 million women, is the second-worst country in terms of gender parity. Women make up 48.54 % of Pakistan's population but only 20.16 % of this is part of the labor force. Whereas, the labor force participation rate for men is 82.5%, indicating one of the highest gender gaps. Increased women's participation can impact an economy significantly. It helps reduce income inequality, alleviate poverty, boost girls' education, etc. Women's access to education, finance, and transportation can help increase their independence and participation in the labor force.

The IT Industry is missing out on a rare opportunity by not utilizing the potential tech talent to contribute and be part of the IT Industry. We must work together to find solutions and put them into action. This means ensuring the implementation and universal access to gender-responsive initiatives so more women can contribute to achieving a promising and just future. P@SHA has been a strong advocate of diversity & Inclusion across the IT and ITeS industry of Pakistan. During the past few years, P@SHA has been proactively championing D&I across the IT industry and has received overwhelming support and response. Some of the past D&I initiatives aiming to pave the way to a more inclusive and diverse IT workforce include; the Diversity & Inclusion Framework Report, Prowomen - a directory of incredible women, and D&I Pilot with 5 member companies helping them to evaluate, reflect and document their D&I journey, and IWD (International women day) campaigns to honor women in Tech. *#BreakTheBias, #CelebratingHer, #YourVoiceMatters and #P@SHAProWomenCommunity.*

A total of 64 companies participated in the quantitative research. I am also thankful to our working group for sharing their valuable feedback that helped us gather requirements for an effective report. As per the data, 62% of the companies had a low diversity ratio (less than 20%). P@SHA is committed to improving diversity and inclusivity in the workplace. P@SHA Diversity and Inclusion Committee work with the industry to design and launch initiatives to improve it. P@SHA's Diversity and Inclusion Framework: for Pakistani IT Companies will provide you detailed guidelines on D&I benchmarking and the D&I action plan.

I sincerely hope that you will find **'P@SHA's Diversity and Inclusion: IT & ITeS Landscape 2022'** useful. It's the first step in the long road to achieving an inclusive and equitable industry.

Hira Zainab
Ex Secretary-General, P@SHA

Message from
Acting Secretary General

As part of efforts around documenting data for Pakistan's IT sector, I am pleased to share **'P@SHA's Diversity and Inclusion:** IT & ITeS Landscape 2022'. The purpose of this report is to empower stakeholders and industry leaders in making informed decisions to improve the D&I landscape of the IT industry of Pakistan. These data insights will aid in prioritizing future projects and planning.

According to P@SHA Salary Survey 2021, the gender diversity ratio of the IT Industry in Pakistan is 17.08%. The IT Industry is the fastest-growing industry and a major contributor to the GDP of Pakistan. Pakistan's IT services sector has emerged as the largest net services exporter in the country, with IT exports more than doubling from $1.19 billion in fiscal year (FY) 2019 to $2.62 billion in FY 2022. It shows the huge potential of the IT Industry in providing better opportunities for growth of the economy, and of individuals.

A career has no gender and this is evident from the benefits a diverse workforce has to offer. To create the most effective and user-friendly technology we need diversity in thought, perspective, and skills. Women and men bring different strengths to the table, which means that if women are not represented, neither are their strengths nor insights. Unfortunately, the IT Industry has been at a loss by not benefiting from the contributions of the female gender. We all share the responsibility and challenge of solving the gender divide in tech. Our words, actions, and inactions can make a huge difference and leave an immutable impact on future generations!

Lastly, I would like to extend special thanks and gratitude to the team members at P@SHA who have helped put this report together. Rida Sajjad, Program Manager at P@SHA, has been at the forefront in the efforts to present this information to all those who find it useful.

Maliha Javed Khan
Acting Secretary General, P@SHA

Acknowledgement

Working Group

Introduction

Pakistan Software Houses Association for IT and ITeS (P@SHA) is one of the oldest ICT associations of the region and the sole trade association in Pakistan representing the industry since 1992. P@SHA is the only Pakistani entity globally registered with and recognized by institutions such as WISTA (World Information Technology and Services Alliance), ASOCIO (Asian Oceanic Computing Industry Organization) and APICTA (Asia Pacific ICT Alliance). Over the years, P@SHA has registered more than 1,000 companies across Pakistan and has been the voice of the industry, advocating policy initiatives and working towards creating a high growth sustainable business environment in the country.

P@SHA has been constantly making efforts toward developing a strong insightful database and research repository. In order to make informed decisions, the availability of updated information and data insights plays a key role. In the past P@SHA has worked on various research reports highlighting the key concerns and issues of the IT & ITeS Industry.

P@SHA Salary Surveys
& Benchmarking

View Report

Employee Benefit
Analysis 2022

View Report

Industry-Academia Skill
Gap Analysis 2022

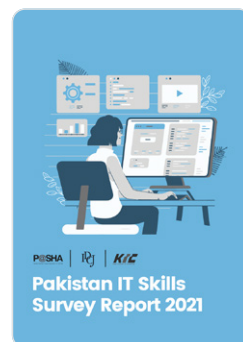View Report

IT Skills Requirements
Report 2021

View Report

Comparative Analysis of
IT Support Policies

View Report

Diversity & Inclusion
Framework

View Report

Pakistan IT Skills Report
2021

View Report

Budget Recommendations
for IT Industry 2022

View Report

P@SHA's Diversity and Inclusion:
IT & ITeS Landscape 2022

According to the **Global Gender Gap Report 2021**, Pakistan ranks 153 out of 156 countries. Women make up 49.2% of Pakistan's population but only 22.2% of this is part of the labor force. According to **P@SHA Salary Survey 2021,** the gender diversity ratio of the IT Industry in Pakistan is 17.08%. According to **IMF Research,** women older than 40 are at a much higher risk of being replaced than men in the same age group. This statistic hurts the economy, companies, women and their families, and pretty much everyone in the universe.

People with disabilities have no formal data available, but according to an estimate they account to **almost 25 million.** According to the 2017 **census**, the muslim majority is 207.68 million excluding Pakistan administered Kashmir. The data showed that Muslims grew to 96.47% of the population, while religious minorities shrank or grew only minimally. Hindus accounted for 1.73% of the population; Christians, 1.27%; Ahmadiyya, 0.09%; scheduled caste, 0.41%; and others, 0.02%.The transgenders amount to more than 10,000 trans genders according to the **census of 2017**. Khyber Pakhtunkhwa houses 913 transgender people and Balochistan 109. In the Federally Administered Tribal Areas (FATA), the population of transgender people is 27 and in Islamabad 133. The rural population makes up to 63% of the total population

All these groups contribute to being a major part of the working population; however, they are not being utilised to their maximum capacity. For improvement, their current representation in the workforce needs to be gauged to come up with effective recommendations and policies.

According to the **Economic Survey**, Pakistan's IT Industry is the **largest net services exporter** with exports to 169 countries as compared to the rest of the services sector. **Pakistan's IT sector exports** are expected to grow from $2.6 billion to an over 3 billion this fiscal year. Experts expect it to grow to $7 billion in the next two to four years. With this growth rate it is necessary for Pakistan to increase its workforce at the same pace as the growth in the industry. All affluent groups add up to more than 60% of the population, apart from the rural population which alone comprises 63% overlapping with the affluent groups. It is necessary that steps and measures are taken in the industry in order to meet the growing demands of the IT/ITeS sector.
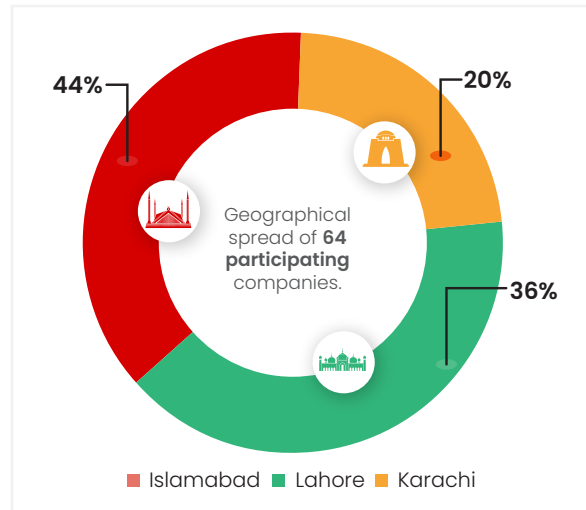
P@SHA is committed towards improving diversity and inclusivity at the workplace. It has previously published reports along with committee efforts to bring a systematic change in the IT industry. To gauge the current status of Pakistan in terms of Diversity and Inclusion of the IT and ITeS Industry a survey was designed, for the Human Resources Department. It aimed to answer important question regarding current diversity practices as well as identified the gaps in the overall hiring, retention, and advancement of the diverse workforce.

To identify the challenges faced by diverse representation, focusing on gender diversity interviews were conducted with the female IT professional part of the industry. The interviews aimed at providing details on the day-to-day challenges personal and professional challenges that females go through. Ten interviews were conducted over zoom, with females' experiences ranging from 4 years to 8 years.
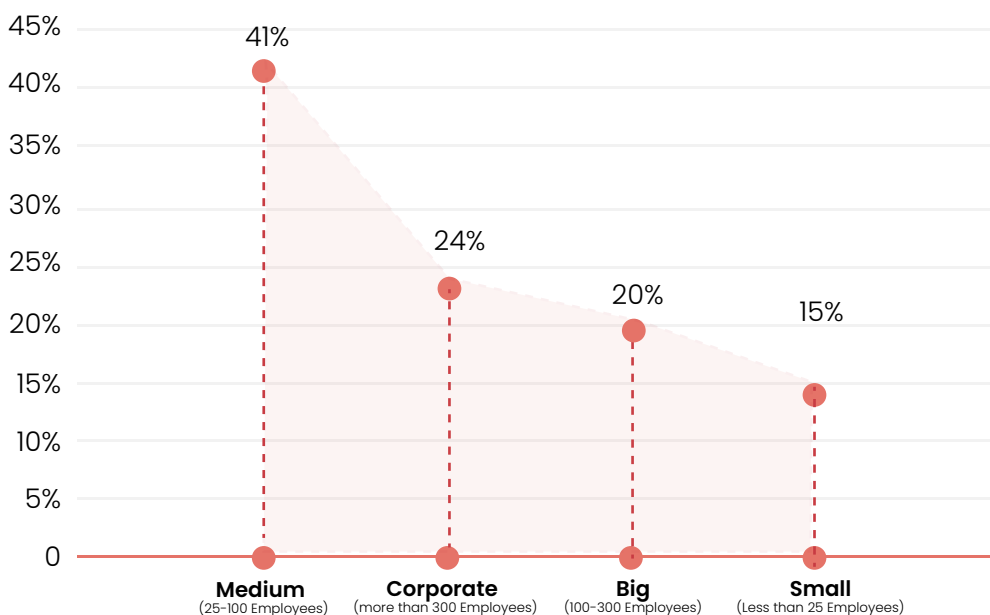
Participating Companies'
Overview

Geographical Spread

Geographical spread of **64 participating** companies.

- 44%
- 20%
- 36%

■ Islamabad ■ Lahore ■ Karachi

Company Overview by Offering

48% IT

35% IT and ITeS

17% IT-enabled Services

Company Overview by Size

45%
40%
35%
30%
25%
20%
15%
10%
5%
0

41%
24%
20%
15%

Medium
(25-100 Employees)

Corporate
(more than 300 Employees)

Big
(100-300 Employees)

Small
(Less than 25 Employees)
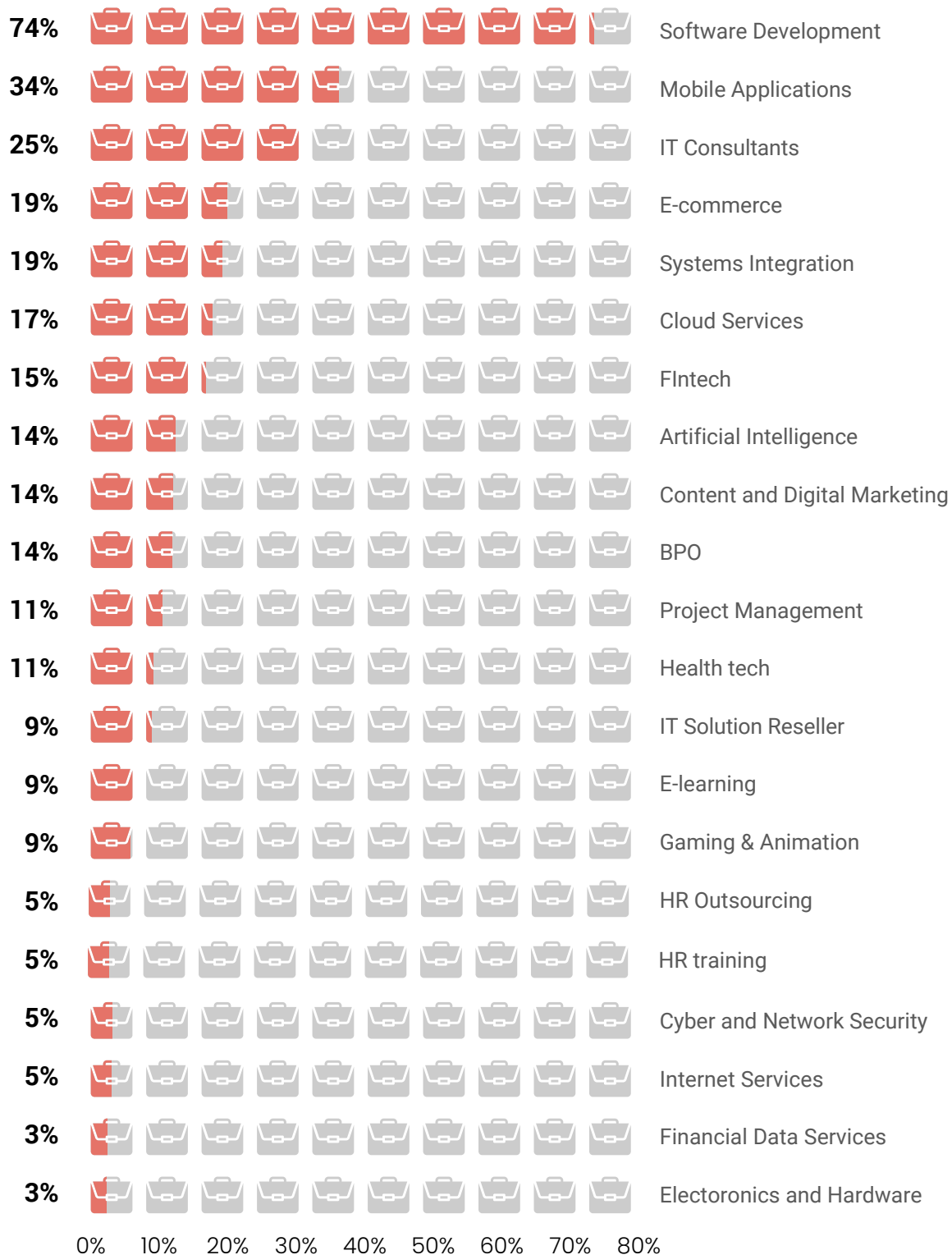
Medium sized companies are the majority participants in the research (41%), followed by corporate (24%), big (20%) and small companies (15%).
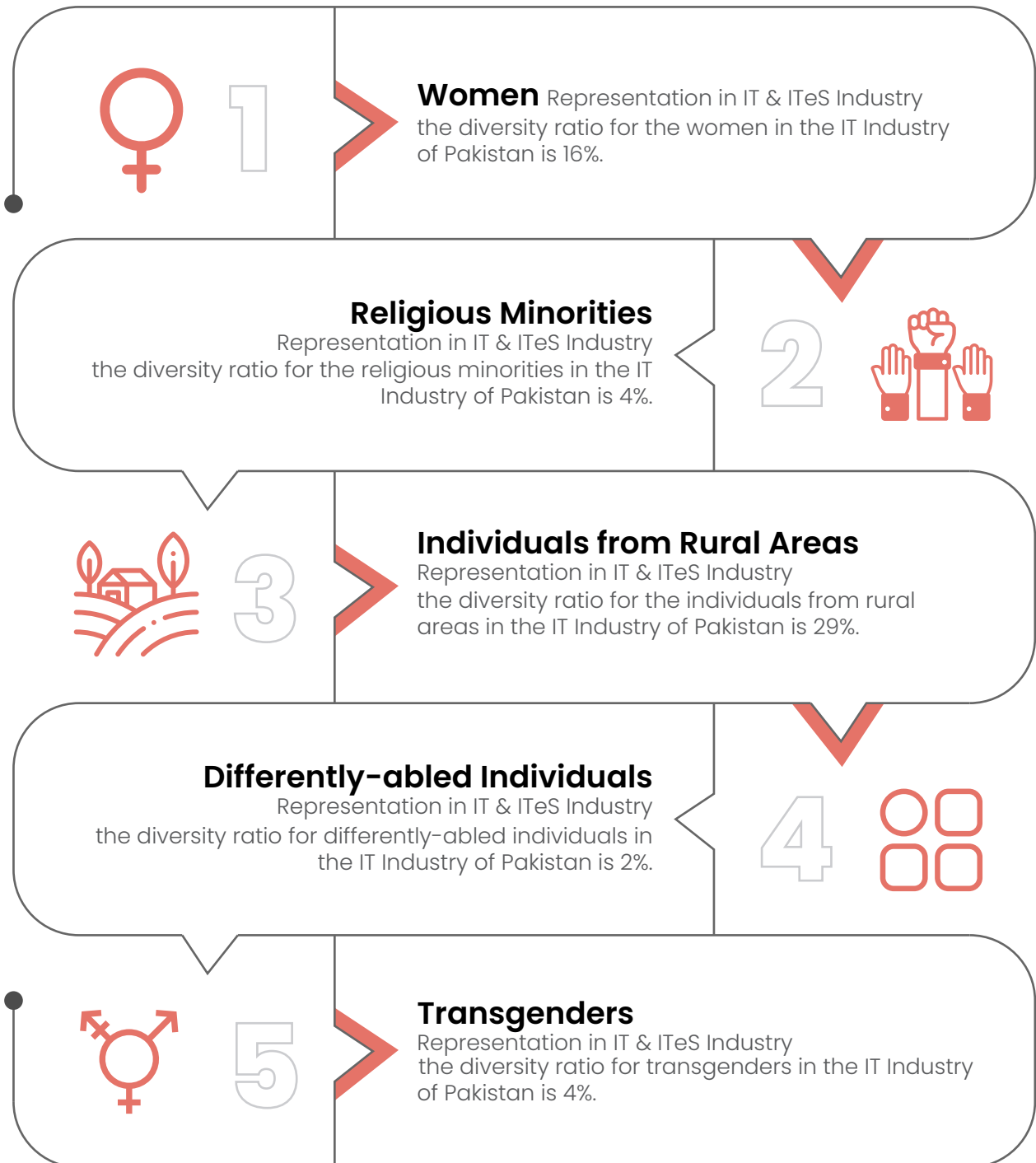
Business
Area

The **64** companies surveyed offered different products/services to their clients. **74%** of companies offered software development, followed by **34%** mobile application. Other notable offerings were systems integration, cloud services, fintech, Artificial intelligence and others.

74%	Software Development
34%	Mobile Applications
25%	IT Consultants
19%	E-commerce
19%	Systems Integration
17%	Cloud Services
15%	FIntech
14%	Artificial Intelligence
14%	Content and Digital Marketing
14%	BPO
11%	Project Management
11%	Health tech
9%	IT Solution Reseller
9%	E-learning
9%	Gaming & Animation
5%	HR Outsourcing
5%	HR training
5%	Cyber and Network Security
5%	Internet Services
3%	Financial Data Services
3%	Electoronics and Hardware

0% 10% 20% 30% 40% 50% 60% 70% 80%

Diversity & Inclusion Report
Highlights

Women Representation in IT & ITeS Industry
the diversity ratio for the women in the IT Industry
of Pakistan is 16%.

Religious Minorities
Representation in IT & ITeS Industry
the diversity ratio for the religious minorities in the IT
Industry of Pakistan is 4%.

Individuals from Rural Areas
Representation in IT & ITeS Industry
the diversity ratio for the individuals from rural
areas in the IT Industry of Pakistan is 29%.

Differently-abled Individuals
Representation in IT & ITeS Industry
the diversity ratio for differently-abled individuals in
the IT Industry of Pakistan is 2%.

Transgenders
Representation in IT & ITeS Industry
the diversity ratio for transgenders in the IT Industry
of Pakistan is 4%.

Note: The above mentioned observations/claims are based upon the collected data.

Diversity & Inclusion Landscape across the IT Industry

Women in
Technology

Diversity & Inclusion Report:
Representation Analysis

Women in IT: Gender diversity ratio across cities
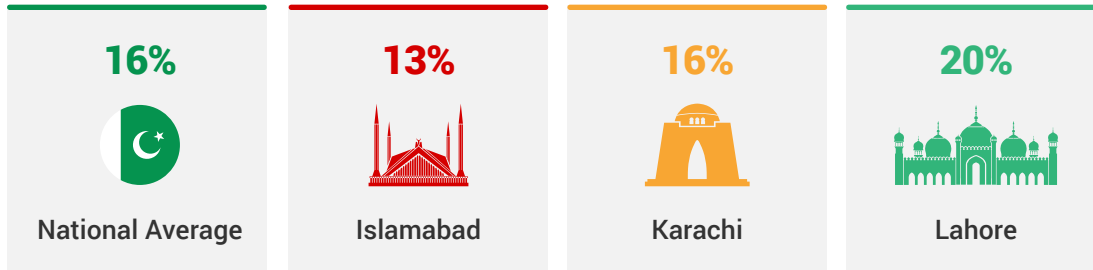
16%	13%	16%	20%
National Average	Islamabad	Karachi	Lahore

Women in IT: Gender diversity ratio by Company Size

Company Overview by Size	Diversity Ratio for Women	
Big (100 - 300 employees)		20%
Medium (25 - 100 employees)		17%
Corporate (more than 300 employees)		16%
Small (Less than 25 employees)		12%

The Big companies (100 – 300 employees) have highest diversity ratio 20%, followed by medium sized companies with 17% and corporate companies with 16%.The small sized companies have the lowest gender diversity i.e. 12%

Women in IT: Overall Gender Diversity Ratio Levels
Companies Vs Gender Diversity Ratio

31%		Low: 10 - 20%
31%		Critical: 0 - 10%
22%		Adequate: 20 - 30%
12%		Medium: 30 - 40%
5%		High: More than 40%
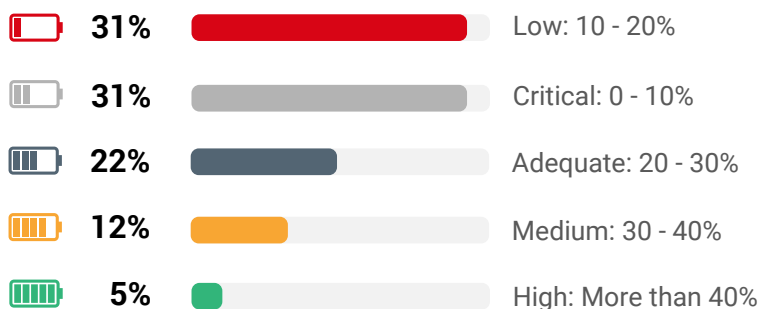
62%

62% companies have less than 20% gender diversity which is critically low and alarming as well.
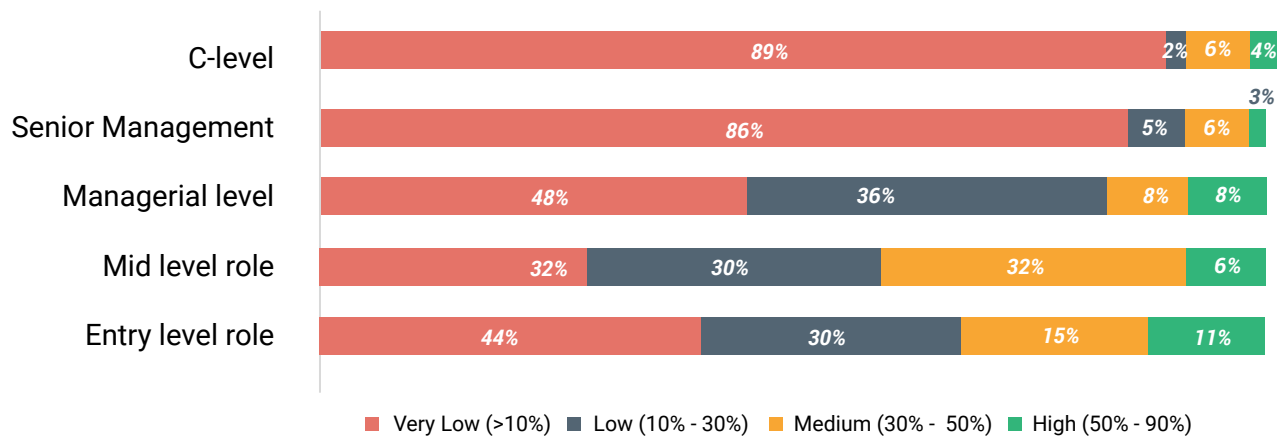
Gender Diversity Levels
Across Regions

	🕌 Lahore	🏛 Karachi	🏛 Islamabad
Critical: 0 - 10%	21%	17%	45%
Low: 10 - 20%	33%	33%	28%
Adequate: 20 - 30%	21%	33%	17%
Medium: 30 - 40%	13%	17%	10%
High: More than 40%	13%	-	-

◉ **Lahore:** Majority of companies fall in low: 10 – 20% gender diversity ratio. However, Lahore is the only city with companies with more than 40% gender diversity.

◉ **Karachi:** 66% of companies have gender diversity ratio between 10 – 30%

◉ **Islamabad:** 45% of companies have less than 10% gender diversity – highest and is of critical concern

Women Representation at different experience level
Gender Diversity Across Different Levels

Legend: ■ Very Low (>10%) ■ Low (10% - 30%) ■ Medium (30% - 50%) ■ High (50% - 90%)

The gender diversity ratio has an inverse relationship with the hierarchy in the IT industry. As the role climbs up, the ratio has a declining trend. The mid-level role shows about 32% gender diversity in the medium range (30%-50%).

According to the data from interviews conducted, IT professionals have labelled it to be due to other aspects rather than suppressing females of their rights. The glass ceiling effect is the pervasive resistance to the efforts of minorities or women. It has been deemed to be a myth by 7 out of 10 interviewees in Pakistan which is a silver lining. However, the small number of women at C-level and senior positions has been attributed to other struggles that women need to go through, both professionally and personally.

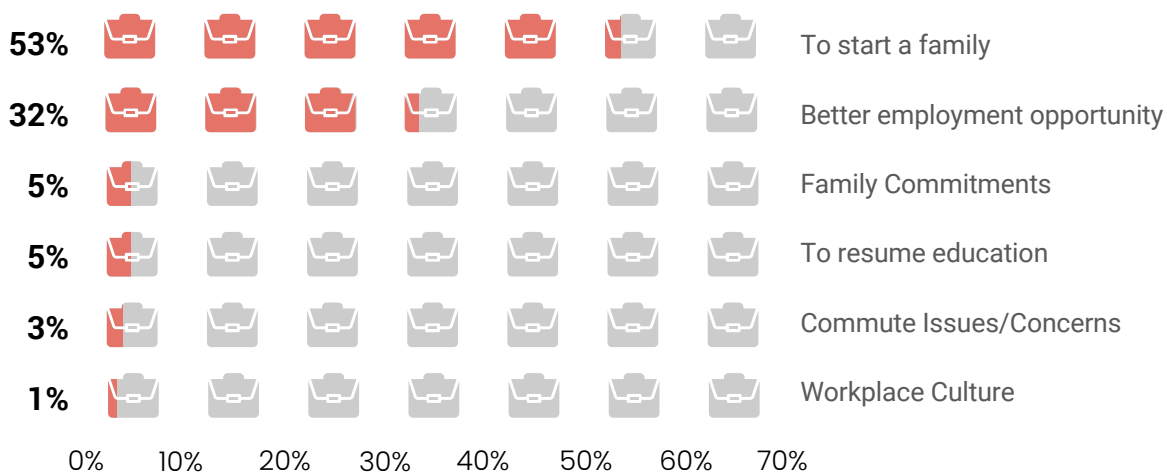# Departmental Representation of Women
C level roles

%	Department
31%	Human Resource Management
25%	Technical (IT)
15%	Operations & Management
13%	Marketing
7%	Sales & Outreach
5%	Others (policy & strategy, R&D, Finance etc.)
4%	Production & Distribution

0%   5%   10%   15%   20%   25%   30%   35%
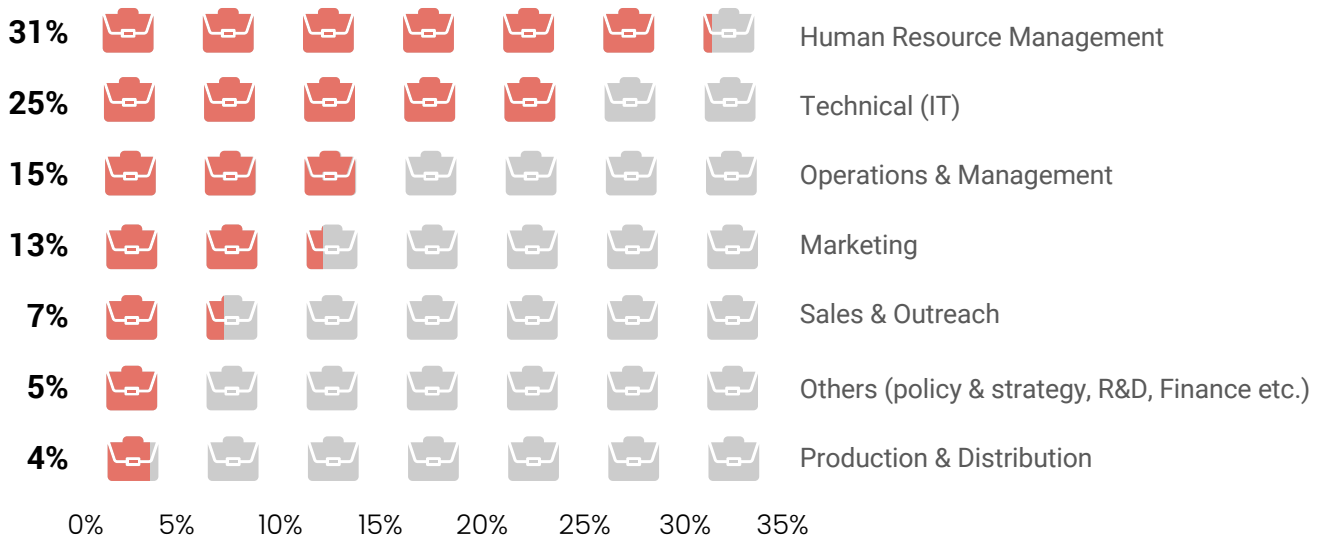
The highest level of females is in Human Resource Management (31%) in the IT and ITeS industry of Pakistan. This has been mentioned in interviews by professionals that due to a perception that women have soft skills they are encouraged to pursue a career in Human Resource Management rather than core IT departments.

An interviewee commented:

"Females are not supported enough to adopt a career in IT. The growth roadmap is not clear, for example a doctor has a set pattern like MBBS followed by FCPS, and training but for STEM everyone must carve their own roadmap. Society doesn't understand and accept other professions for females like doctors and teachers."

Challenges faced by females: Reasons of leaving

%	Reason
53%	To start a family
32%	Better employment opportunity
5%	Family Commitments
5%	To resume education
3%	Commute Issues/Concerns
1%	Workplace Culture

0%   10%   20%   30%   40%   50%   60%   70%

Female retention is a big challenge in the IT and ITeS industry, not just in Pakistan but around the globe. According to the research data, **53% of females leave jobs to start a family**. It adds up to decreasing the gender ratio further. It is also one of the major causes of the low proportion of females reaching the top of companies.

Departmental Representation of Women
C level roles

> *Balancing professional and personal responsibilities are a big challenge. Feminism streak, with the patriarchal mindset doesn't help. Females are told that your career is your own hobby, but housework is your priority. It gets difficult to get flexibility for work. It doesn't mean that we will not fulfil professional responsibilities, rather we need more support due to dual responsibilities as a homemaker and an IT professional. There is more on our plates than the men.*
>
> *(Interview participant)*

According to another female IT professionals,

Society doesn't accept females as career women and doesn't respect them, leaving no cushion for flexibility. They are not appreciated enough for making a career. At the end of the day, she must make a choice between career and family.

Mental health and stability are very important. If you destroy it, it will cause the greatest hindrance. For example, if you have kids, get married even if he is supportive. A female needs to step out of her comfort zone to pursue a career. Even if you're excelling at it, there comes a point when you are mentally exhausted.

(Interview participant)

According to the survey data, better employment opportunities is the second most common reason with 32% of females leaving jobs. The deciding factors to switch jobs for females in the IT and ITeS sector taken from the interview data are the following:

Salary	Environment	Distance from home	Learning Opportunities	Flexibility
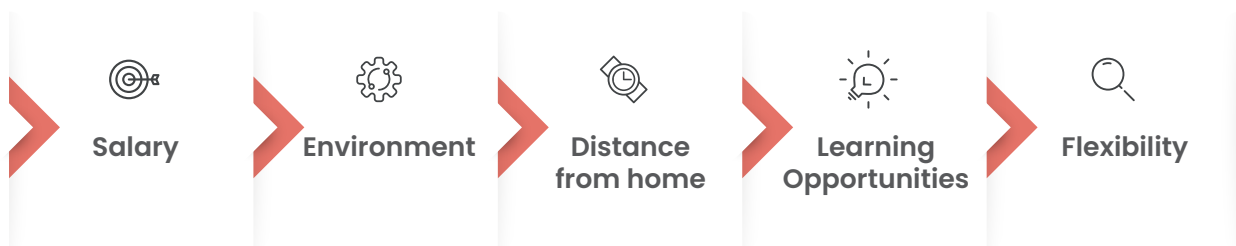
> *The way that our society looks at working women. Just an observation about 90% of gold medals are secured by girls but they barely add up to 22% of the workforce. The brightest member to ever join told me that she is getting married and won't be able to continue her job. 16 years of hard work gone. However, in certain cases there are cases of harassment and gender biases that lead to stunted growth.*
>
> *(Interview participant)*

The qualitative research data shows that all the female IT professionals are firm in their belief that the industry offers equal opportunities for males and females. The only limiting factor for women that all the professionals pointed out were the support from family and the challenge to maintain the work life balance post marriage along with taking care of their mental health.

Unheard Voices
Women in IT

Not making young females feel stupid for asking any kind of questions. Females at senior level should show extra support to the younger females. Pay difference shouldn't exist as girls work just as much with time and effort, so they should be paid the same. Ensuring transparency. Females as managers and team leads, if females get extra support they can move to higher positions."

Work culture can change everything. Its company's responsibility and senior employees. If culture allows comfort and flexibility it would help in improvement.

Working environment should be encouraging for females, especially females inducted in the IT department of the company. Keeping a set diversity ratio for teams so females don't feel left out. Keeping an eye on why females are quitting from particular teams etc.

Men in society in general believe women are fragile so they're less intelligent. They are less capable than men. Discrimination level by men, women are dumb in some respects, so tasks are given with less trust and confidence.

Being a mother is a challenge as no one sees you as a mother and does not recognize the challenges. They think you are playing the motherhood card for benefits even availing company policies such as WFH is discouraged.

Male team leads and managers have lunch together, not just giving them more facetime with the higher management but also being part of intelligent conversations such as new technology or project opportunities. Male colleagues get to avail this opportunity to work on their career growth. Females are kept back due to cultural/social norms. Girls need to make conversations intelligent.

I think that the mindset that technology is ruled by menand men are into tech and females into culinary, arts. Females are given thisimpression from the very beginning. It starts from the beginning and leadstoward opting for a profession. I myself wanted to challenge this mindset.

Religious Minorities
in the IT Industry

Religious Minorities in IT

Religious Minorities in IT: Diversity ratio across regions

4%	**2%**	**7%**	**8%**
National Average	Islamabad	Karachi	Lahore
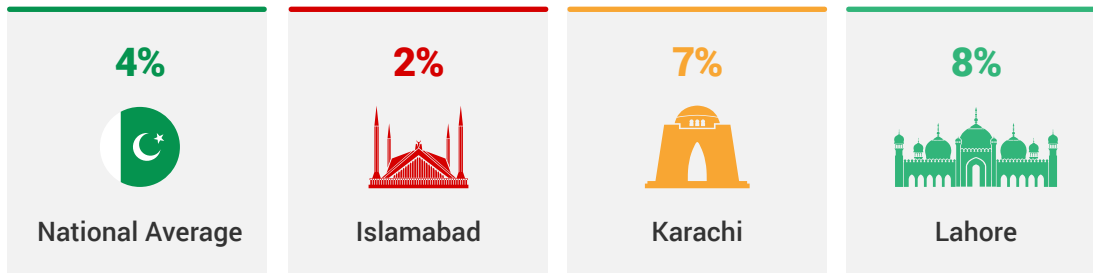
> Most of the Christian community, which is the second largest minority is based in the Punjab province. So large companies, majorly from Lahore have the highest diversity ratio for religious minority.

Religious Minorities in IT: Diversity ratio by Company Size

Company Overview by Size	Diversity Ratio for Religious Minorities
Small (Less than 25 employees)	7%
Medium (25 - 100 employees)	6%
Corporate (more than 300 employees)	5%
Big (100 - 300 employees)	3%

The small companies (Less than 25 employees) has highest diversity ratio 7%, followed by medium companies with 6% and corporate companies with 5% diversity ratios. The small sized companies have the lowest diversity ratio i.e. 3%

Religious Minorities in IT: Overall Diversity Ratio Levels

Companies Vs Diversity Ratio (Religious Minorities)

85%	Critical: 0 - 10%
9%	Low: 10 - 20%
5%	Adequate: 20 - 30%
2%	High: More than 40%
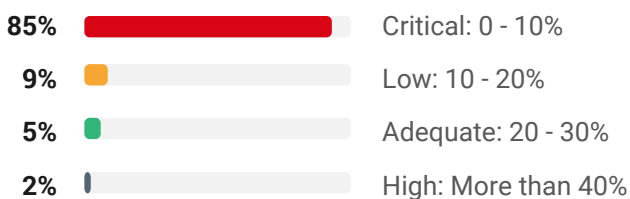
94% companies have less than 20% gender diversity which is critically low and alarming as well.

Religious Diversity Levels
Across Regions

|	🕌 Lahore	🏛 Karachi	🕌 Islamabad
Critical: 0 - 10%	75%	85%	93%
Low: 10 - 20%	17%	8%	3%
Adequate: 20 - 30%	4%	8%	3%
High: More than 40%	4%	-	-

Lahore: Majority of companies fall in low: 10 – 20% diversity ratio. However, Lahore is the only city with companies with more than 40% diversity ratio.

Karachi: 85% of companies have gender diversity ratio less than 10%

Islamabad: 93% of companies have less than 10% gender diversity – highest and is of critical concern.

Differently-abled Individuals in the IT Industry

Differently-abled Individuals in IT:
Diversity ratio across cities
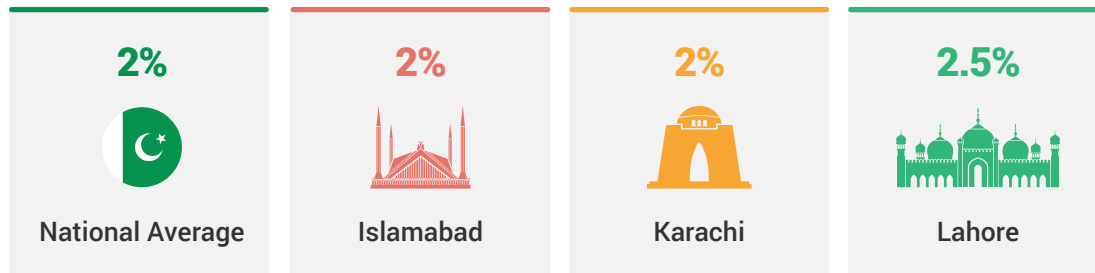
2%	2%	2%	2.5%
National Average	Islamabad	Karachi	Lahore

Differently-abled Individuals in IT: Diversity ratio by Company Size

Company Overview by Size	Diversity Ratio for Differently-abled Persons	
Medium (25 - 100 employees)		3%
Small (Less than 25 employees)		3%
Corporate (more than 300 employees)		1.6%
Big (100 - 300 employees)		1%

The medium and small sized companies have highest diversity ratio 3%, followed by corporate companies with 1.6%.

Differently-abled Individuals in IT: Overall Diversity Ratio Levels

4%

96% of companies have critical (0 –10%) diversity ratio for differently–abled.

96%

■ Critical: 0 - 10%   ■ Low: 10 - 20%
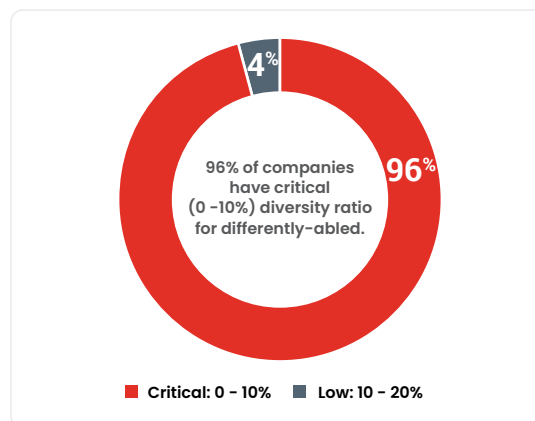
Differently-abled Individuals in IT: Diversity Levels Across Regions

	Lahore	Karachi	Islamabad
Critical: 0 - 10%	100%	100%	89%
Low: 10 - 20%	-	-	-

- **Lahore & Karchi:** All of the companies have less than 10% diversity ratio for religious minorities.
- **Islamabad:** 89% of companies have less than 10% diversity ratio for religious minorities.

Individuals from Rural and remote areas
in the IT Industry

Individuals from Rural Areas in IT:
Diversity ratio across cities
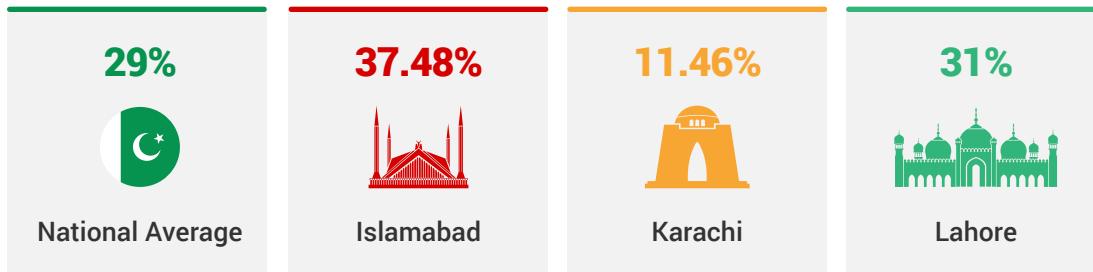
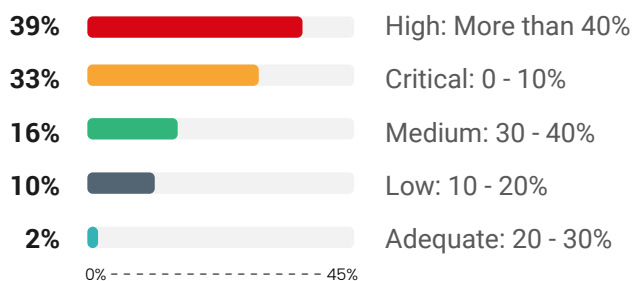|			
29%	**37.48%**	**11.46%**	**31%**
National Average	Islamabad	Karachi	Lahore

Individuals from Rural Areas in IT: Diversity ratio by Company Size

Company Overview by Size	Diversity Ratio for Individuals from rural areas	
Big (100 - 300 employees)		**36.25%**
Medium (25 - 100 employees)		**32%**
Corporate (more than 300 employees)		**25.85%**
Small (Less than 25 employees)		**14%**

The big companies with employees ranging from 100-300 have highest diverity ratio of 36.25% followed by medium sized companies. Most medium sized companies are from Islamabad, a city which houses majority of migrants from other cities. Similar is the case for Lahore which is surrounded by small cities and rural areas; so, people move for better opportunities that Lahore offers. Thus, this has led for both the cities to have a high diversity ratio for people belonging to rural areas.

Individuals from Rural Areas in IT: Overall Diversity Ratio Levels

Companies Vs Diversity ratio (Individuals from Rural Areas)

39%	High: More than 40%
33%	Critical: 0 - 10%
16%	Medium: 30 - 40%
10%	Low: 10 - 20%
2%	Adequate: 20 - 30%

0% - - - - - - - - - - - - - - - 45%

39% of companies have more than 40% diversity ratio for individuals from rural areas. This aligns with the rural-urban migration trend and better inter and intra cities connectivities.

Individuals from Rural Areas in IT
Diversity Levels Across Regions

	Lahore	Karachi	Islamabad
Critical: 0 - 10%	24%	70%	22%
Low: 10 - 20%	10%	10%	11%
Adequate: 20 - 30%	5%	-	-
Medium: 30 - 40%	19%	10%	17%
High: More than 40%	43%	10%	50%

⊙ **Lahore:** 43% of companies have more than 40% diversity ratios for individuals from rural areas.

⊙ **Karachi:** 70% of companies have less than 10% diversity ratios for individuals from rural areas.

⊙ **Islamabad:** 50% of companies have more than 40% diversity ratios for individuals from rural areas.

Third Gender Representation
in the IT Industry

Transgender
Community

Only two companies, one from Lahore and Karachi have reported to have transgender employees. According to 2017 census, the total number of transgenders are 10,418 in Pakistan. This also highlights the fact that efforts need to be made as part of CSR or otherwise to make this marginalised community a part of the IT industry.

The Transgender Persons (Protection of Rights) Act, 2018, chapter 5 outlays the rights of employment for transgenders. It states that 'No person shall discriminate against a transgender person on any of the following grounds, namely:- (b) the unfair treatment in, or in relation to, employment, trade or occupation; (c) the denial of, or termination from, employment or occupation....'

Inclusive Practices for Transgender Community | Across Economies

- **Periferri,** an Indian start-up bridges the skill gaps for transgenders. It helps in creating employment and upskilling opportunities for the start-up community. Not only it helps in bringing transgenders to the workplace but also co- creates inclusive workplaces.

- **Chevron:** Chevron Gas & Mobile has been working to make an inclusive workplace for the comfort of their transgender employees since 2005. They have released an educational pamphlet outlining employee transition guidelines, complete with gender terminology, differentiating sexual orientation, and creating a workplace engagement plan.

- **HP, Inc.:** HP is recognized for having the most diverse board of directors of any tech company in the U.S. with 40% female and 23% underrepresented minorities. They have a very focused hiring process.

- **United Airlines:** UA was the first U.S. airline to offer the "Mx." Title for gender non-conforming passengers. Internally, they are dedicated to including trans employees in employee outreach, developing training modules, and furthering employee education. United Airlines provides end-to-end support for all transgender people, from first company contact to the very end of the customer or employee experience.

D&I Practices & Policies

D&I: Practices, Models
and Recommendations

D&I Program and Vision

Q. **Does your company actively promote D&I practices in your workplace?**

❌ **No** ▬▬ **15%**

✅ **Yes** ▬▬▬▬▬▬▬▬▬ **85%**

85% of companies are actively promoted D&I practices at their workplace.

Q. **On a scale of 1 to 10 how important is 'Diversity & Inclusion' concern for your organization?**

1	2	3	4	5	6	7	8	9	10
2%	2%	2%	3%	15%	2%	20%	15%	12%	27%

Least Important — Most Important
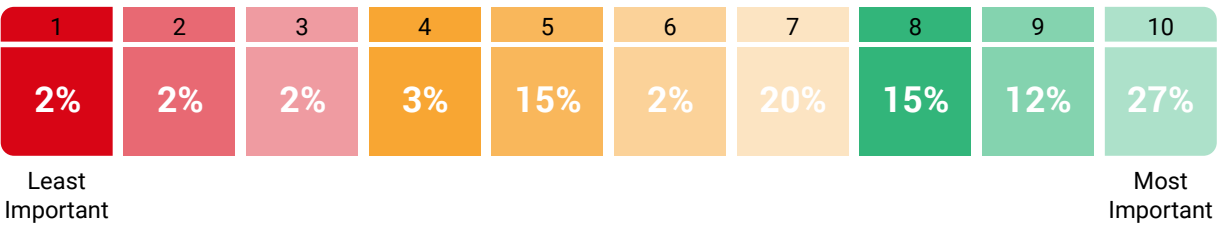
54% of the companies rated D&I as most important concern for the organisation.

Q. **What are the objectives of your organization behind the adoption of diversity & inclusion practices?**

D&I Practices - Objectives

53% Attract and retain talent

18% Achieve business results

10% Targeted trainings for diverse employees

5% Ensure Inclusion

5% Comply with legal requirements

4% Meet Customer Expectations

4% Improve External Reputation

2% Opportunity for all

0%   10%   20%   30%   40%   50%   60%   70%

The primary objective of 53% of companies is to attract and retain talent through their D&I practices and initiatives.

D&I: Practices, Models
and Recommendations

D&I: Role of leadership

According to Harvard Business Review "One-off D&I "initiatives" do not effectively address the long-standing disparities. Instead, leaders should infuse D&I throughout their organizations. D&I is far more than an "HR issue." It should be a core ingredient in the design and execution of business strategy and embedded in the activities of the organization day in, day out.

20%

45%
The chart represents the importance and communication of leadership regarding D&I initiatives.

35%

■ Infrequently ■ Regularly ■ In alignment with organizational goals
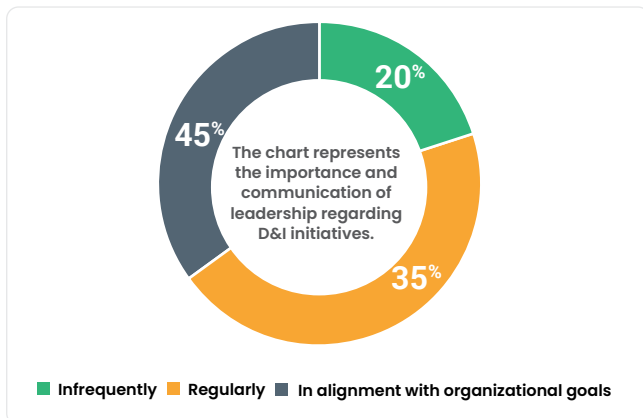
⊙ **45% of the leadership** communicates **in alignment with the organisational goals,** whereas 35% communicated regularly.

⊙ **Infrequent communication** about D&I is **20%** which shows that creating D&I awareness and bringing leadership onboard needs to be worked on.

D&I Initiatives: Stakeholders involved in oversighting and decision-making

D&I: Oversight and decision-making

51%	Human Resources department
47%	Senior leadership
12%	The Board of Directors
2%	Legal and Compliance department

0% - - - - - - - - - - - - - - 60%
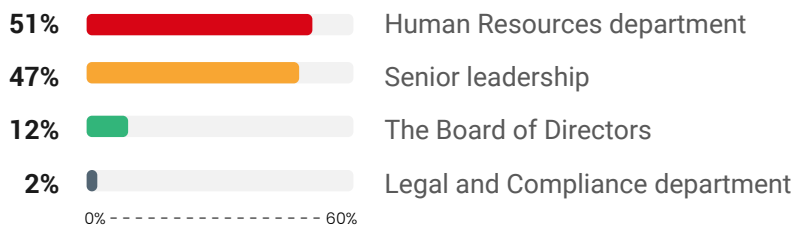
The research data shows that 51% companies have a Human Resources Department responsible for the overseeing and execution of D&I initiatives.

D&I implementation barriers

36%	Time constraint
32%	Differing organizational objectives
17%	Financial constraint
8%	Availability of the skilled resources
8%	Lack of support from higher management

0%   5%   10%   15%   20%   25%   30%   35%   40%

36% of companies considered time constraint as the major barrier towards implementation of D&I followed by varying organizational objectives.

D&I practices & policies by the
IT & ITeS companies

D&I Training programs

21%		Non-discrimination
19%		Workplace safety training
15%		Teaching leaders how to manage diverse populations
14%		Embracing differences in the workplace
12%		How to embed inclusive behaviors in everyday tasks
11%		Opercoming unconscious bias
7%		Sensitivity training

0%   5%   10%   15%   20%   25%   30%
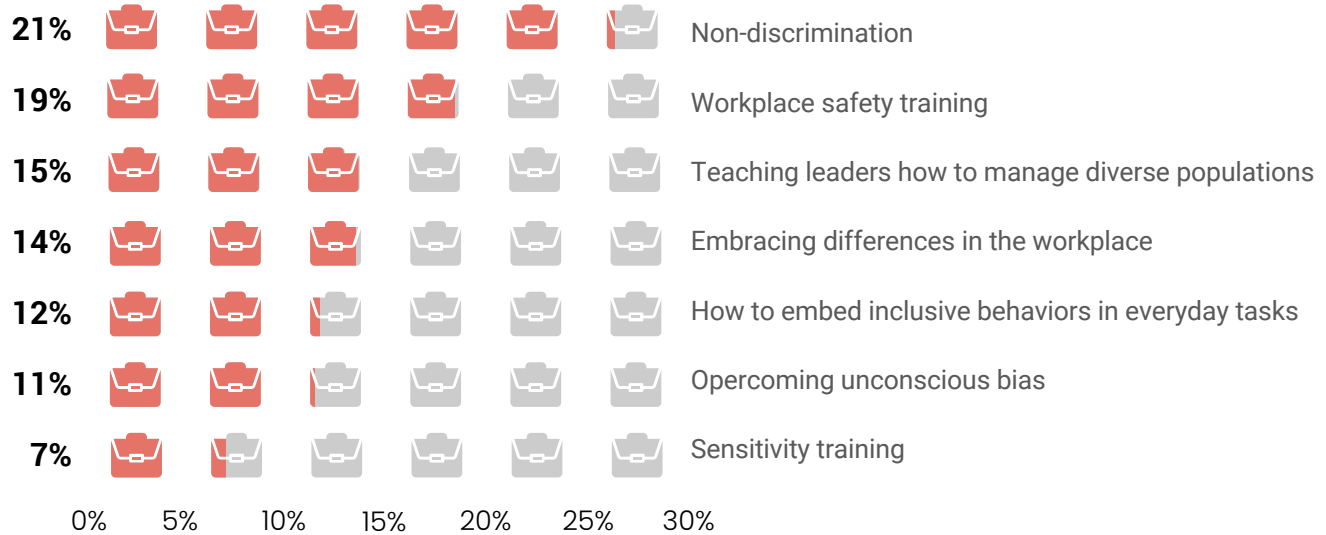
21.5% of the companies are providing training on non-discrimination followed by workplace safety and teaching leaders how to manage diverse workforce. 5 out of 10 female professionals were of the view that they had to face challenges in making a point especially to a male colleague. Sensitivity training especially to the male employees will help in overcoming such kind of day-to-day challenges face by women in the IT industry.

Hiring Practices

Q. **Does gender bias affect your hiring/evaluation process and decisions?**

❌ **No** ▮ **8%**

✅ **Yes** ▮▮▮▮▮ **80%**
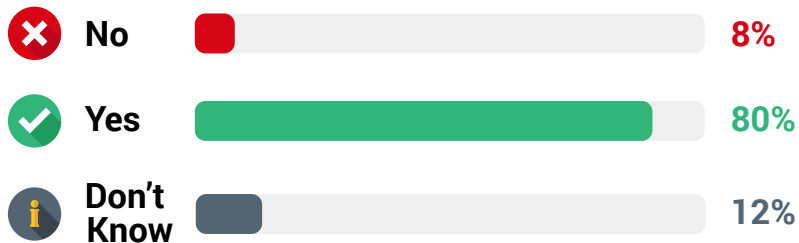
ℹ️ **Don't Know** ▮ **12%**

Only 8% participants have agreed to affected by gender biasness during hiring evaluations and decisions whereas 12% don't know whether it affects or not. Gender biasness is a major gap that needs to be filled through education and awareness of the society as a whole.

A research participant commented on the problem as:

Men in the society in general believe, women are fragile so they're less intelligent. They are less capable than men. Women are still somehow considered intellectually inferior. Hence, tasks of high importance are usually given to fellow male colleagues."

Another IT professional has highlighted why men are preferred for certain jobs.

Certain jobs/responsibilities where companies prefer males, for example security operations department since it requires to work in night shifts. It further restricts opportunities for females.

Q. **Does gender bias influence your processes for determining compensation and making promotion decisions?**

❌ **No** ▮ **8%**

✅ **Yes** ▮▮▮▮▮ **92%**

Only 8% of participants have agreed to have gender biasness during determination of compensation and promotion decision.

An interviewee shared that pay gap was a demotivating factor as a male class fellow with the same academic and professional background was being paid up to three times more of what she was receiving in the same organization. Pay gap is another harsh reality, where women on average are offered 2.5% less salary than their male counterparts in the technology industry in 2020.

Perks & Benefits

%	Benefit
85%	Company provided laptop
80%	Paid Maternity leaves
77%	Flexible working hours
74%	Company provided internet
73%	Annual Appraisal
71%	Training & Development
67%	BOBI
67%	Health Insurance
65%	Performance Bonus
56%	Mental Health/Emergency leaves
55%	Company provided SIM
50%	Company provided mobile phone
50%	Health coverage (reimbursement)
47%	Provident Fund
47%	Paid annual leaves (sick + casual) - more than 20
47%	Career Coaching
45%	Car fuel allowance
44%	Paid annual leaves (sick + casual) - less than 20
42%	Certification support (reimbursement in case of successful
38%	Formal mentoring and leadership programs - for everyone
32%	Compassion Leaves
32%	Office provided lunch
24%	Education support (tuition reimbursement)
17%	Pick and Drop - women only
15%	Retirement Benefits
12%	Bi-annual Bonus
6%	Pick and Drop - for everyone

D&I Practices & Models
around the world

Supporting Women in Tech

Women need extra support as they go through several physical and mental changes throughout their lives. Companies need to realise and support women during their reproductive phases. Paid time off for monthly cycles and maternity leaves would enhance female retention. Empowering women in tech by providing a roadmap to the fresh graduates through mentorship programs is also important.

Cisco has a program **"Women of Impact",** helping women collaborate on new ideas and shape their future in technology. They also encourage females to opt for technology fields through the Girls Power Tech event, bringing together speakers, mentors, volunteers to work with students to make technology more accessible. Microsoft also has multiple programs with the motto
"Where women rise, everyone benefits. And when it's her, it's all of us."

⊙ "Challenge the norms" help women support a world of gender equality.

⊙ "Invest in Ourselves" help learn skills that are in demand through free resources.

Supportive Culture

Promotion of cultural empathy is one way to build a diverse and inclusive culture. **Microsoft** and **Cisco** have an inclusive culture promoting cultural empathy, multiculturism and inclusion.
During the pandemic Microsoft also offered "Caregiver's support program" to all its employees enabling them flexible time off. This helped them transition into the remote work along with taking care of their loved ones.

Diverse Employee Onboarding

Policies that help hiring of underrepresented groups in the company. Data needs to be collected and analysed to come up with effective policies. In 2020, **Apple** hired 64% more employees from underrepresented communities. It also filled 43% of open leadership positions in the US with underrepresented candidates encouraging diversity on leadership positions as well. **IBM** hiring included 15% from non-traditional backgrounds and 42% women were promoted to executive positions in 2019.

Inclusivity for affluent groups

Hiring policies need to be devised not for women but for differently abled, religious minorities and other affluent groups. Programs need to be developed for their onboarding, retention, and advancement within the IT industry.
Microsoft has programs like **Autism Hiring Program** and **Ability Hiring events**, where differently abled are interviewed showcasing their skills. Microsoft trains such employees and provides mentors to help them build a career at Microsoft.

D&I Recommendations

The first and foremost step is to evaluate your current D&I status. P@SHA's **Diversity and Inclusion Framework: for Pakistani IT Companies** will provide you detailed guidelines on D&I benchmarking and D&I action plan. It is extremely important to identify the pillars and devise your D&I goals and program accordingly.

Some of the key D&I Pillars in an organization are:

Facilitation & Support: Flexibility of work

- Hiring from affluent groups
- Availability Part time, full time or on percentage basis job roles
- Flexible working options
- Day care facility/allowance
- Transport facility/allowance

External Factors

- Enabling environment
- Trust by senior management
- Support in personal as well as professional challenges

Motivating Factors

- Close the pay gap
- Bring transparency to salaries/perks offered

D&I Advocacys

- Awareness for female students of STEM career paths
- Develop mentorship programs for fresh graduates and middle management
- Design campaigns to promote and highlight the achievements of affluent groups
- Designing and developing training and development programs for underprivilege groups

Participating companies

AIMVIZ — PAKISTAN'S PREMIER IT COMPANY	Alachisoft®	arbisoft	Astera — Enabling Data-Driven Innovation
cheetay	CSP	crewlogix Technologies	CureMD — Practice without boundaries
GAME TRAIN	gsPLUS	HIVEWORX — INNOVATION | AGILITY | VALUE	INFOTECH GROUP
invozone	IOMECHS	KHIRED NETWORKS	KPS — KOMATSU PAKISTAN SOFT
meticode	Mint Communication — a digital transformation company	NEXUS TECHNOLOGIES	Out2sol.com — Outsource To Solutions
REDMARKER SYSTEMS	S&P Global		Shopdev
SimpliCity	SiPSAP OPTIMIZATION	SMART IS PAKISTAN	SOCIO ENGINEERING TECHNOLOGIES — Tech Beyond Imagination
	stewart	SC Superior Connections	System Plus
TECHNOGENICS	teradata.	THE GAME STORM STUDIOS	TPLCorp
AKSA™	KUCH KARO	TPLTrakker	CONTOUR Software

Participating companies

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