



PSW
PAKISTAN SINGLE WINDOW

GENDER ACTION PLAN PHASE II YEARLY REPORT

FY 2024 - 25



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Building upon the progress of Phase 1 of the Gender Action Plan, this yearly report provides updates on Phase 2 deliverables. It highlights PSW's continued commitment to advancing gender equity within the organization and creating enabling environments for women traders. This phase was marked by several key milestones that laid the foundation for sustainable impact.



Organization-Wide DEI Training Sessions

In an effort to embed inclusive practices across all levels, PSW conducted comprehensive Diversity, Equity, and Inclusion (DEI) training sessions for all employees—setting a strong foundation for behavior and mindset shifts.



Launch of Mat2Work

Recognizing the importance of a supportive return-to-work experience, PSW launched Mat2Work—a three-month transition program to ensure a smooth, flexible, and empowering reintegration for female employees after maternity leave.



Khadijah Program Wins WTO Prize

PSW's commitment to women's economic empowerment was internationally recognized as the Khadijah program won the WTO Gender Equality in Trade Prize, honoring its innovative approach in supporting women traders.

PSW FEMALE EMPLOYEES DEMOGRAPHICS

Total Female Employees: 44 (15%)
Women in Technical Roles: 32
Women in Non-Technical Roles: 12

16 Women in Middle & Sr.
Management Roles

28 Women in Grade 1 &
Grade 2 Roles



EMPLOYEE-CENTRIC GENDER EQUITY EFFORTS



BUILDING INCLUSIVE EXCELLENCE

The HR department implemented a structured training program to foster inclusivity and raise awareness. The process began with a Pulse Check, which included **9 one-on-one sessions** with C-Suite members and 5 focus groups with Grades 1-5 employees across Karachi and Islamabad, leading to a comprehensive gap analysis report.

This was followed by a training rollout featuring **7 interactive full-day sessions**, engaging over 150 employees. Additionally, a 2-day "Train the Ambassadors" program resulted in the appointment of 20 DEI Ambassadors across departments, providing them with training materials and implementation plans.

LEADERSHIP COMMITMENT

Senior Engagement: All CXOs completed DEI training.

Leadership

All CXOs



DEI KPIs integrated into senior leadership evaluations, ensuring accountability in Grade 5 & Grade 6 roles.

WOMEN RESOURCE GROUP

(PSW Lady Leaders Lounge)

The Women Resource Group, officially launched in August 2024 has become a safe space where women can connect, share challenges, and celebrate each other's achievements.

Women's Day Development Session

An exclusive development session was organized for all female employees on Women's Day in March 2025. The session aimed to equip participants with tools for professional growth, leadership development, self-reflection, and strategic career planning.



WOMEN RESOURCE GROUP

(PSW Lady Leaders Lounge)

Breast Cancer Awareness Session

To promote health awareness and education, a breast cancer awareness session was conducted for all female employees. A certified health specialist was invited to lead the session, providing valuable insights on prevention, early detection, and support resources.

Leadership Training

Two tailored leadership training sessions conducted for senior women leaders, focusing on active listening, emotional intelligence, and strategic management.



ATTRACTING DIVERSE POOL OF CANDIDATES

➔ Unconscious Bias Training

To further support inclusive hiring, unconscious bias training was delivered to all the employee across Karachi & Islamabad.

➔ Structured Interviews

Established a standardized three-stage interview process, ensuring that each stage includes a diverse panel. This approach mitigates bias and promotes fair and equitable hiring decisions.

➔ Targeted Job Platforms

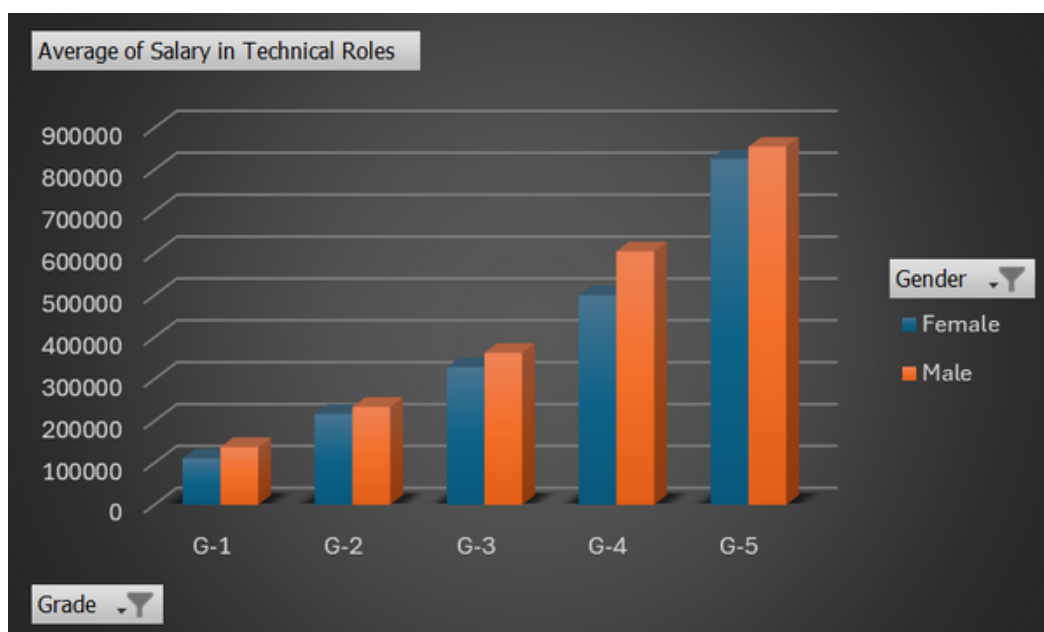
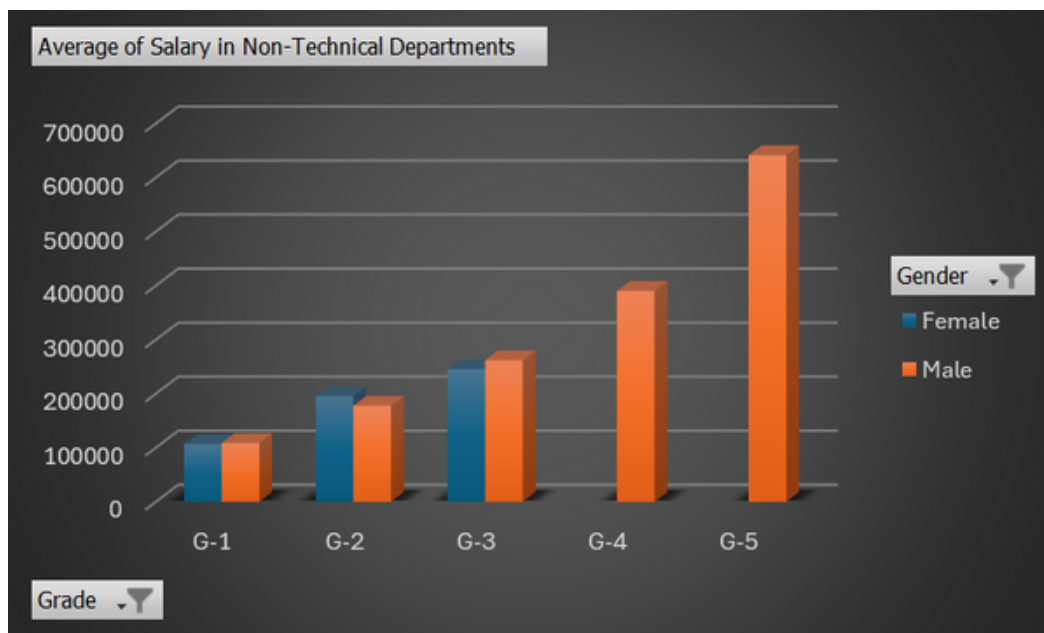
In discussion with platforms such as WomenInTechPK, CodeGirls, CaterpillHERs, and Pakistani Women in Computing (PWIC) to explore opportunities for promoting our job openings and attracting more female candidates to PSW.

➔ University Partnerships

Initiated MoU process with Jinnah University for Women to expand recruitment efforts.

INTERNAL PAY PARITY

We conduct regular pay audits, addressing any discrepancies in pay between male and female employees, and implement policies to promote transparency and fairness in compensation practices.



Efforts to advance pay equity at junior and mid-level positions have yielded meaningful progress in PSW's gender inclusion agenda, contributing to stronger retention outcomes. However, some disparities may still be observed particularly due to niche technical roles within specialized departments where compensation differentials are largely influenced by external market dynamics and the limited availability of highly specialized talent.

TEAM-BUILDING ACTIVITIES & EMPLOYEE WELLBEING



Team-building activities for all employees were conducted throughout the year, with approximately 70% participation. These activities not only fostered collaboration and engagement among employees but also played a crucial role in bringing women together as an integral part of the workforce. Workplace team-building is especially important for women, as it helps strengthen their sense of belonging, enhances communication, and empowers them to contribute more effectively in professional environments.





LAUNCH OF MAT2WORK

Mat2Work is a thoughtfully designed, three-month structured support program tailored specifically for mothers returning from maternity leave. The program offers a range of flexible work arrangements including options for remote work, hybrid scheduling, and reduced working hours. These accommodations aim to ease the transition back into the workplace while allowing new mothers to maintain a work-life balance that suits their individual circumstances.

In addition to flexible arrangements, the program emphasizes managerial support as a critical pillar for success. Line managers will be equipped with sensitization training to better understand the unique challenges faced by returning mothers. Regular reintegration check-ins will be conducted to ensure continuous feedback, address concerns proactively, and adjust workloads when needed. This comprehensive approach ensures that the returning employees feel seen, supported, and empowered as they navigate their dual roles.

The Mat2Work Transition Program is not just a policy measure—it represents a strategic commitment to building a more inclusive and equitable workplace at PSW. By recognizing the unique challenges faced by new mothers and offering structured, flexible support, this initiative underscores our dedication to diversity, equity, inclusion, and long-term talent retention. Its implementation will set a powerful precedent, positioning PSW as a progressive, family-friendly, and employee-centric organization—both within Pakistan and on the global stage.

INCLUSIVE INFRASTRUCTURE DEVELOPMENT & EMPLOYEE SAFETY

Facility Renovation

Ensuring that all facilities are accessible to individuals with disabilities. This includes elevators, wide doorways, accessible restrooms, and clear signage. The renovation is currently in progress on the 6th floor of the Karachi PSW office.

Infant Care Corner for Female Employees

Ongoing development in Karachi and Islamabad locations for a dedicated space within our office facilities to support the female employees. This nurturing space serves dual purposes: providing a private environment for mothers to feed their children and functioning as a safe, engaging area.

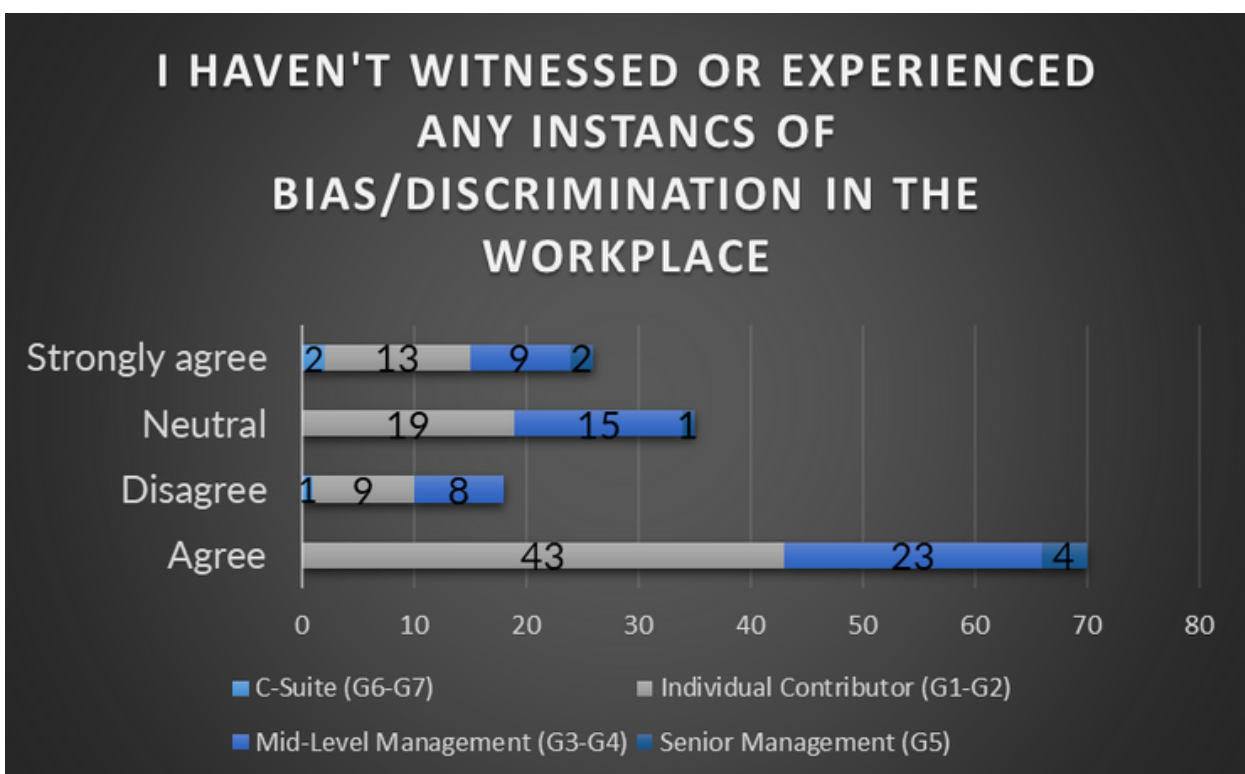
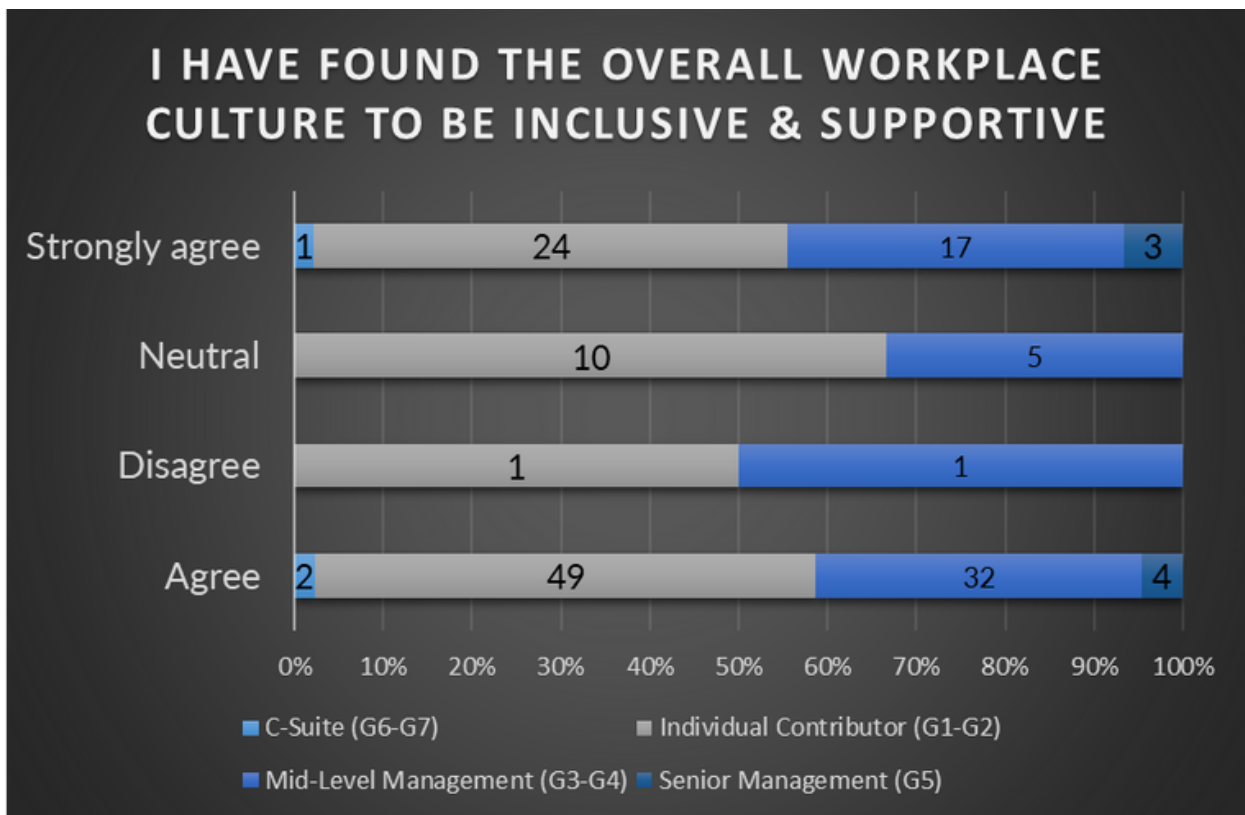
Flexible and Collaborative Workspaces

Redesigning workspaces that support different working styles and needs. Work in progress for the 6th Floor Karachi workspace.

Safety Drills

Quarterly safety training and drills are conducted as per schedule, ensuring that women participate equally. This aligns with PSW's Gender Action Plan, promoting an inclusive environment where all employees, regardless of gender, have the same opportunities to engage in safety protocols and training.

DEI FEEDBACK SURVEY



ENSURING ADEQUATE REPRESENTATION OF WOMEN IN GOVERNANCE

The process to enhance female representation in the Board of Directors (BoD) and relevant committees has been initiated.

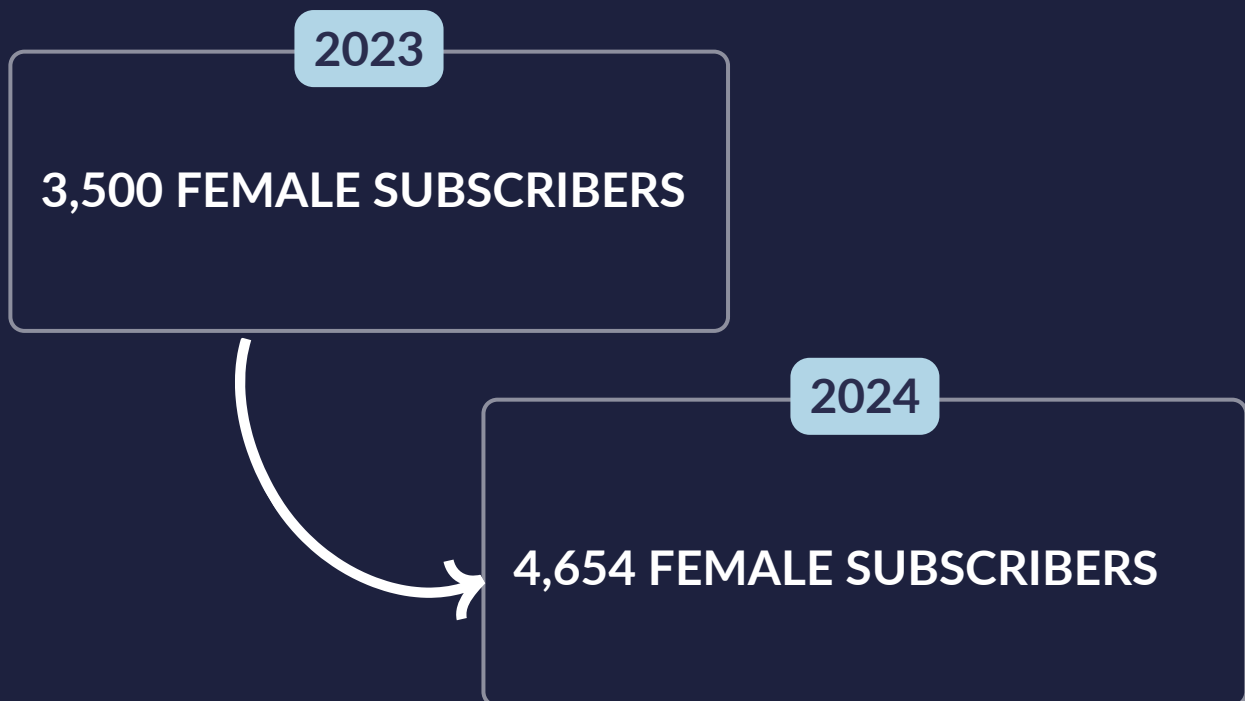
The Office of the Company Secretary has formally written to the competent authority regarding the need for adequate female representation on the company's board.

The Company Secretary's Office has requested the reconstitution of the Board in accordance with the provisions of the newly enacted State-Owned Enterprises (Governance & Operations) Act, 2023, and the State-Owned Enterprises Ownership & Management Policy, 2023.



ENHANCING OPPORTUNITIES FOR WOMEN TRADERS

COLLECTION OF SEX-DISAGGREGATED DATA



To ensure a better understanding of the quantum of women subscribers and address outreach issues, DTO has been actively working on the availability and sharing of gender-disaggregated data.

This ongoing initiative continues to refine data collection mechanisms, ensuring inclusivity and better representation of women in outreach efforts.

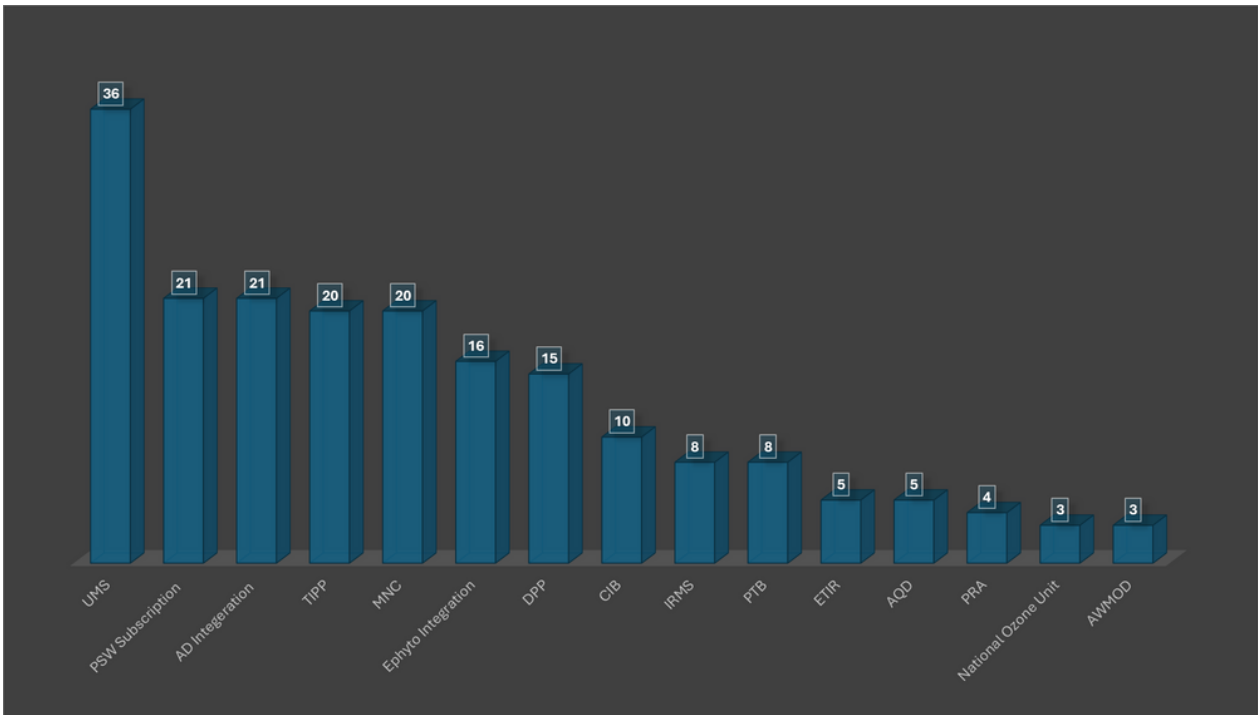
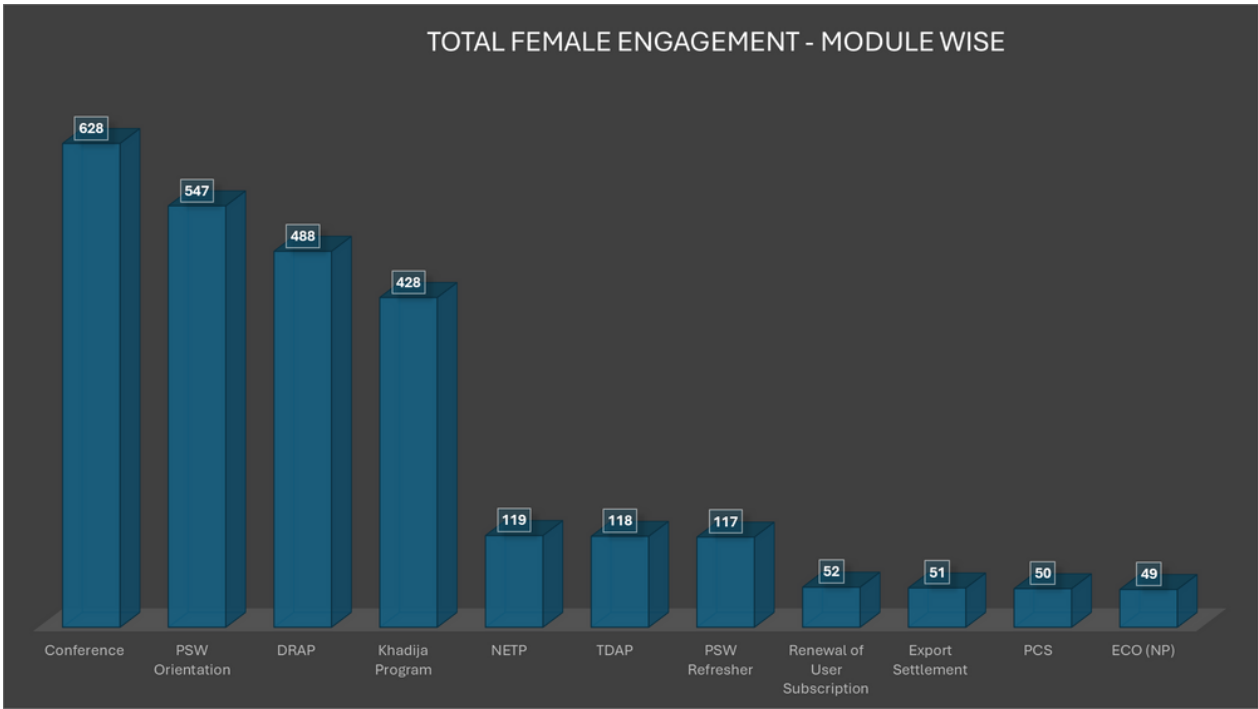
ENHANCING ENGAGEMENT OF WOMEN TRADERS IN CHANGE MANAGEMENT SESSIONS

The engagement of women traders in Change Management initiatives has been significantly strengthened through strategic collaborations and outreach efforts during Phase 2, engaging around 3000 women through online & on-site sessions.

A key partnership with NETP has been deepened, with Change Management sessions now being conducted every alternate month. These sessions focus on market expansion strategies and business development, and have been held across multiple small cities to ensure greater accessibility for women in remote areas.

A pilot collaboration with Alibaba.com under the SME Elevate initiative was successfully launched, providing targeted support for women-led businesses. The program emphasizes access to digital marketplaces and e-commerce training, equipping female entrepreneurs with the knowledge and tools needed to scale their ventures online.







Women members of the Women Chamber of Commerce were also actively engaged in these sessions, promoting peer learning and fostering a supportive network for businesswomen.

A dedicated Change Management session was conducted in Sukkur, bringing together women traders from Shikarpur, Ghotki, and Khairpur. The session introduced participants to the ADKAR model, ensuring inclusive learning experiences for both male and female traders.

Additionally, a session was held in collaboration with the National Rural Support Program (NRSP) in Hyderabad, aimed at building the capacity of women from Thatta, Badin, Hyderabad, and neighboring small towns.

These initiatives have collectively contributed to increased awareness, knowledge-sharing, and engagement among women traders in underserved regions.

KHADIJAH WOMEN ENTREPRENEURSHIP PROGRAM

1. Deepening Regional Outreach and Engagement

During Phase 2 of the Gender Action Plan, the Khadijah Women Entrepreneurship Program significantly broadened its footprint across various regions of Pakistan. A major highlight was the Knowledge Transfer Seminar in Quetta (August 2024), which gathered over 70 women entrepreneurs. This session focused on delivering practical business insights and strategies to support growth and scalability.

Building on this, the Change Management team led an awareness session in Sukkur, reaching more than 25 women entrepreneurs. This session introduced structured change management concepts to help women-led businesses adapt and thrive in evolving markets.

Another impactful engagement occurred at NIC Peshawar on 11th February 2025, where 50 women entrepreneurs explored entrepreneurial empowerment, resilience, and actionable business solutions.

2. Strengthening Presence Through Collaborative Events

A landmark multi-stakeholder event was held in Multan on 27th May 2025, organized in collaboration with Care International Pakistan, FPCCI, SMEDA, and WCCI Multan. This session drew 110 women entrepreneurs and emphasized startup scaling, strategic networking, and expanding outreach into southern Punjab. The enthusiastic response is propelling plans for further sessions to deepen geographic coverage.

3. Enabling Cross-Border Trade Opportunities

A significant milestone was achieved when two-thirds of Khadijah Women Entrepreneurs participated in the Pakistan-Kazakhstan Trade Opportunities Forum, organized by USAID's PREIA project. This cross-border event facilitated B2B linkages, trade partnerships, and market intelligence sharing, empowering participants to explore international markets. Entrepreneurs were also connected to service providers like Trade Foresight, enhancing both B2B and B2C growth pathways.

4. Launching Webinar Series for Global Readiness

To ensure sustained engagement and knowledge-building, the Khadijah Program launched its webinar series, starting with sessions on E-Commerce and the Trade Information Portal of Pakistan (TIPP). These webinars are designed to offer strategic guidance, digital tools, and market access information to women entrepreneurs aiming to enter global markets.

5. Forging Strategic Partnerships for Long-Term Impact

Strategic partnerships emerged as a key enabler during Phase 2. PSW signed a Memorandum of Understanding (MoU) with Care International Pakistan and the Mastercard Center for Inclusive Growth to support and scale women-led small businesses nationwide. Additionally, the Khadijah team held a consultative dialogue with UN Women to explore collaborative efforts aimed at deepening women's economic empowerment through entrepreneurship.

INTERNATIONAL PRIZE FOR GENDER EQUALITY IN TRADE BY THE WTO

The program's success and innovation were globally recognized when the Pakistan Single Window (PSW) was awarded the prestigious "International Prize for Gender Equality in Trade" by the World Trade Organization (WTO) during its Public Forum 2024.

This award honors governments that implement high-impact, gender-responsive trade initiatives. Pakistan's Khadijah Program stood out among global entries, winning in the top category of "Female Entrepreneurs", for its inclusive and results-driven approach to empowering women in international trade.

This recognition underscores the Government of Pakistan's commitment to advancing fair, inclusive, and gender-equitable trade through robust policy action and targeted interventions.

