



**EMPLOYERS'
FEDERATION
OF PAKISTAN**
The Apex Body of Employers

DIRECTORS' REPORT

Employers' Federation of Pakistan

2025



PERFORMANCE REPORT

For the Period - July 1st, 2024 to June 30th, 2025

It is with great pride that I present the Annual Report of the Employers' Federation of Pakistan (EFP) for the period July 2024 – June 2025. This year has been one of transformation and resilience, marked by new challenges in the global and national business and economic environment, and equally by significant progress in strengthening the collective voice of Pakistani employers.

EFP has continued to stand as a trusted partner advocating and leading the private sector through strategic partnerships, policy dialogues, and capacity-building initiatives. With its dynamic leadership and unwavering support of the directors, EFP remained steadfast in advancing its mission of promoting responsible business practices and sustainable enterprise growth. We remain at the forefront in advancing sustainable development goals to realize decent work for all and social justice.

This report chronicles how over 1,200 employers across six major sectors joined us in this mission. It documents how four new informal sector employers' associations gained legal recognition and became powerful voices for their communities. It celebrates how 161 companies stepped forward as champions of excellence, setting new benchmarks that elevate our entire economy.

Behind each statistic lies a transformed workplace, an empowered worker, a strengthened community. From the cotton fields of Sindh to the textile mills of Punjab, from the mines of Balochistan to the employers of Karachi, EFP has been the catalyst for change that puts **social justice at the center of economic progress**.

As EFP enters an election year, our mandate becomes even more critical. The Leadership renewal offers us not just continuity but also an opportunity to reaffirm our shared commitment to strengthening EFP as

TABLE OF CONTENTS

Preface	02
Table of Content	03
EFP at a Glance	04
STRATEGIC ACHIEVEMENTS - A YEAR IN REVIEW	05
Decent Works and Labour Rights	06
Diversity, Equity and Inclusion	07
Capacity Building and Training	09
Policy Advocacy and Social Dialogue	10
ANNUAL FLAGSHIP EVENTS	11
10th Employer of the Year Award	12
18th Occupational Safety and Health Best Practices Award	12
2nd Disability Excellence Recognition Award	12
5th Women Empowerment and Gender Equality Award	13
PARTNERSHIPS AND ALLIANCES	14
Cooperation Platforms	15
Strategic Partnerships	15
INTERNATIONAL ENGAGEMENTS AND REPRESENTATIONS	16
113th Session of International Labour Conference	17
ITCILO Workshop - From Research to Policy	17
Asia Pacific Global Accelerator Policy Forum	17
Designing and Delivering Blended Learning Programs	17
AOTS Joint Workshop 2025	17
Tripartite Regional Knowledge Sharing Forum	18
Climate Change and Just Transition Summit	18
Looking Ahead	19

EFP AT A GLANCE

1200+
EMPLOYERS

reached through capacity-building initiatives.

300+
ENTERPRISES

engaged in OSH, gender equality, and disability inclusion programs.

161
COMPANIES

recognized for their outstanding practices in responsible business, safety, disability inclusion, and gender equality.

4
ASSOCIATIONS

established and legally registered.

FINANCIAL POSITION

The financial performance of the EFP during the year ended 30th June 2025 remained good. Despite continued economic and financial challenges, the EFP, with the support of its members and development partners, performed well in organising annual events and implementing projects that helped the EFP to generate funds. The overall income of the EFP increased compared to last year.

Financial Highlights as per Audited Accounts

1	Net Income from Subscriptions and Other Activities.	PKR	24,464,342
2	Other income.	PKR	6,670,349
3	Expenditures.	PKR	27,482,226
4	Surplus before Tax	PKR	3,552,464



STRATEGIC ACHIEVEMENTS - A YEAR IN REVIEW

From Protocol to Practice: A Bridge to Global Action on Forced Labour (The Bridge Project)

Through a series of awareness and capacity-building sessions in Faisalabad, Vehari, Mirpurkhas, Quetta, Hyderabad, and Lahore, EFP engaged directly with employers across vulnerable industries. These sessions did more than raise awareness – they helped employers recognize their collective role in combating exploitative labour practices and provided them with practical knowledge on compliance with labour standards.

- **Strengthened Associations:** Local employers' groups, such as the Brick Kilns Owners Association Pakistan (BKOAP), Multan Agriculture Landlords Association (MALA), and All Pakistan Mines and Minerals Association (APMMA), gained new organizational strength and credibility.
- **Empowered Employers:** By equipping employers with tools to improve workplace conditions, the project advanced EFP's broader agenda of promoting decent work and laying the foundation for long-term sectoral reforms.



EFP, with the support of ILO, advanced its long-standing commitment to promoting **gender equality and safe workplaces** by launching a series of capacity-building workshops across Karachi, Faisalabad, and Peshawar.

The initiative achieved three major outcomes:

- **Strengthened Employer Capacity:** Employers acquired actionable strategies to build respectful and inclusive work environments.
- **Policy Alignment:** Participants gained clarity on how to align workplace practices with international labour standards, making their businesses more competitive and compliant in the global market.
- **Cultural Shift:** By sparking dialogue on workplace harassment, the project encouraged employers to see equality not as a compliance obligation but as a driver of productivity and sustainable enterprise growth.



Fundamental Principles and Rights at Work in the Cotton Supply Chain

In partnership with ILO, EFP advanced respect for Fundamental Principles and Rights at Work (FPRW) in Pakistan's cotton supply chain – a sector employing millions and central to the country's export economy.

Through awareness sessions held in Sukkur, Khairpur, Bahawalnagar, and Rahim Yar Khan, more than 120 employers came together to strengthen their understanding of FPRW and sustainable farming practices. The initiative was transformative, moving beyond information-sharing to institutional reform and long-term empowerment.

Key achievements included:

- **Formation of Employer Associations:** Four new associations of small cotton farmers and landlords were established, registered,

and given legal recognition – providing local employers with a legitimate platform to collectively bargain, advocate for workers' rights, and promote responsible business practices.

- **Capacity Building for Productivity:** Employers were introduced to modern farming techniques, enabling them to improve cotton yield and quality while ensuring compliance with fair labour practices.
- **Institutional Strengthening:** Offices were established in four districts, giving the associations a physical presence and improving their sustainability through collective representation and access to resources.
- **National Advocacy:** To anchor these efforts at the policy level, EFP constituted a dedicated **Committee on Decent Work and FPRW**, uniting chambers, associations, trade bodies, and development partners around a shared agenda for decent work.



DIVERSITY, EQUITY, AND INCLUSION

Women Socio-Economic Empowerment Project

EFP and ILO launched the third phase of the Women Socio-Economic Empowerment Project with a renewed focus on strengthening women's participation in the labour force and ensuring their rights are safeguarded at the workplace.

This phase will prioritize practical reforms and advocacy:

- **Formal Recognition:** Support the registration of the first domestic workers' employers' association in Sindh, giving visibility and legitimacy to a largely unrecognized workforce.

- **Employer Accountability:** Promote adoption of a Code of Conduct for Employers of Domestic Workers in Sindh and Punjab, setting standards for fair treatment and safe working conditions.
- **Institutional Safeguards:** Facilitate the formation of workplace harassment committees and sensitization of its members in 25 enterprises, ensuring that every employee can access protection and redress.
- **National Dialogue:** Convened a National Conference on Women's Empowerment and Gender Equality, creating space for multi-stakeholder dialogue and showcasing the achievements and broader impact of the project.



Launch of Women Development Network (WDN)

With the support of GIZ, EFP expanded its institutional commitment to gender equality through the establishment of the Women Development Network (WDN). This multi-stakeholder platform brings together enterprises, chambers, and development partners to champion women's empowerment.

Highlights of the year included:

- **Network Launch in Lahore:** Over 100 enterprises joined the inaugural gathering, reaffirming employer commitment to gender equality.

- **Policy Influence:** A stakeholders' consultation on women's empowerment (November 2024) led to the drafting of a policy paper reflecting employer perspectives on women's participation in the economy.
- **Strategic Direction:** The Steering Committee of WDN convened in March 2025 to define the roadmap for action, identifying priority areas such as workplace safety, childcare access, fair wages, and financial inclusion.
- **Knowledge Sharing:** The Gender Talk series to explore a wide spectrum of issues, including existing labour laws, international conventions on women's rights, financial literacy and inclusion for women in the textile industry, effective grievance redressal mechanisms, and the integration of a gender lens in climate action.

Disability Inclusion

EFP under Pakistan Business Disability Network (PBDN), during the reporting period, strengthened its presence through the following initiatives:

- **First policy dialogue on Disability Inclusion:** bringing together government bodies, private sector leaders, international organizations, and persons with disabilities. The dialogue produced a set of concrete, actionable recommendations to make the SME Policy, TVET Policy, and the Prime Minister's Youth Programme more inclusive, ensuring persons with disabilities are integrated into Pakistan's national development agenda.



- **Disability Confidence Training:** In-house disability confidence training at Akhtar Textiles Industries and Artistic Garment Industries (AGI DENIM), strengthening their understanding of disability inclusion,



building confidence in recruiting and supporting PWDs, and laying the groundwork for systemic cultural change within organizations.



CAPACITY BUILDING & TRAINING

Over the reporting year, EFP continued to equip employers and managers with the knowledge and tools necessary to navigate evolving workplace dynamics. Through face-to-face trainings, webinars, and blended learning programs, hundreds of participants enhanced their capacity in industrial relations, human resource management, compliance, and leadership development.

- **Human Rights & Due Diligence:** (January 2025) In collaboration with UNDP, EFP conducted a specialized training session to sensitize employers on the **Business and Human Rights (BHR) framework**. Participants gained an in-depth understanding of the **UN Guiding Principles on Business and Human Rights** and **Pakistan's National Action Plan**, enabling them to identify gaps, benchmark best practices, and develop implementation strategies within their enterprises.
- **Diploma in Employment Laws & Industrial Relations:** (8th Batch): The successful completion of the 8th Batch of this flagship program, jointly offered by EFP and Pakistan's leading business institution – the Institute of Business Administration (IBA). The diploma continues to serve as a pipeline for skilled practitioners, equipping employers, HR professionals, and managers with in-depth legal knowledge, practical skills, and

strategic insights to effectively manage **employment relations in line with national legislation and international standards**.

- **Labour Laws and Industrial Relations Training:** (February 2025) EFP Advisor – IR & Legal Affairs, conducted practical sessions on building stronger workplace relationships, improving IR and HRM practices, and managing disciplinary processes and contract compliance. These trainings contributed to more harmonious and productive workplaces.
- **Global Knowledge Exchange:** (February 2025) A two-day webinar in collaboration with AOTS Japan provided invaluable insights from Prof. Kuriyama Naoki on Japanese HRM and IR practices, including performance management and employee engagement. This exposed Pakistani leaders to world-class methodologies for nurturing talent and driving productivity.
- **Labour Law & Industrial Relations Series:** (June 2025) four intensive training programs on Labour Laws and Industrial Relations, guiding managers through the complexities of the disciplinary process, contract management, and the implications of newly enacted legislation like the Partnership Act 1932 (Amended 2022).

POLICY ADVOCACY & SOCIAL DIALOGUE

Workers' Employers Bilateral Council of Pakistan (WEBCOP)

EFP continued to play a leading role in the Workers Employers Bilateral Council of Pakistan (WEBCOP), Pakistan's foremost platform for social dialogue between employers and trade unions.

This year's focus was on advancing harmonious industrial relations and contributing to the drafting of new provincial labour codes in Punjab and Sindh. Through consultations, EFP facilitated constructive debate on provisions related to workers' rights, employer responsibilities, and enterprise sustainability. The Council's inputs helped shape reforms that aim to strike a balance between protecting workers and enabling businesses to grow.

Provincial Labour Conference – Sindh (June 2025)

In June 2025, EFP co-facilitated a **Provincial Labour Conference in Sindh**, bringing together employers, workers, and policymakers.

The conference achieved the following:

- **Consensus Building:** A bilateral meeting between workers and employers produced joint recommendations for the new provincial labour code.
- **Policy Impact:** The event positioned EFP as a trusted convener in labour law reform, ensuring employer perspectives were reflected in provincial decision-making.
- **Dialogue Strengthening:** By engaging directly with government officials and labour representatives, EFP advanced the culture of **inclusive policy formulation** in Pakistan.



Multi-Stakeholder Dialogues on Just Transition & Climate Action (May 2025)

As part of its advocacy work, EFP convened a national multi-stakeholder social dialogue with UNDP support to inform Pakistan's **Nationally Determined Contributions (NDC 3.0)**. Employers, government representatives, and development partners explored how the private sector can contribute to climate action while ensuring a **just transition for enterprises and workers**. Highlights included:

- **Multi-Stakeholder Dialogue:** EFP co-organized consultations with UNDP and ILO to familiarize businesses with the Paris Agreement framework and assess progress on climate-related actions from 2020–2024.
- **Identifying Barriers:** Employers shared key challenges such as financing, technology adoption, and capacity gaps that hinder their climate transition efforts.
- **Shaping National Policy:** EFP gathered and presented employer perspectives and project ideas to ensure that business needs and opportunities are reflected in NDC 3.0.

Through PBTF, EFP demonstrated its role not only as a **policy influencer** but also as a bridge between employers and the global climate agenda, ensuring that the business voice is integrated into Pakistan's sustainability commitments.

KARACHI

ANNUAL FLAGSHIP EVENTS

**WOMEN EMPOWERMENT
AND GENDER EQUALITY
RECOGNITION AWARD '25**

Presented to

Nestlé Pakistan Limited



**EMPLOYERS'
FEDERATION
OF PAKISTAN**

The Apex Body of Employers

**DIAMOND
RECOGNITION
AWARD**

**WOMEN EMPOWERMENT
AND GENDER EQUALITY
RECOGNITION AWARD '25**

Presented to

Lucky Textile Mills Limited



**EMPLOYERS'
FEDERATION
OF PAKISTAN**

The Apex Body of Employers

**DIAMOND
RECOGNITION
AWARD**

10th Employer of the Year Awards & National Conference on Responsible Business (July 2024)

Marking a decade of celebrating corporate leadership, the **10th Employer of the Year Awards** were held alongside the **National Conference on Responsible Business** in Karachi. The event drew over 200 participants, including government officials, social partners, workers' representatives, and development agencies.

Key highlights included:

- **Knowledge Sharing:** Sessions covered fair and ethical business practices, GSP+ requirements, and the launch of a Responsible Business Help Desk by GIZ.
- **Collaborative Dialogue:** A multi-stakeholder panel discussed practical solutions for advancing responsible business conduct in Pakistan.
- **Recognition of Excellence:** Fifty companies were honoured across Diamond, Gold, and Silver categories, with a special **CEO of the Year Award** acknowledging outstanding leadership.

This event reaffirmed the Awards' reputation as **Pakistan's most credible platform for benchmarking responsible business practices**.



18th Occupational Safety and Health (OSH) Best Practices Awards (December 2024)

Held for the first time in Lahore, the 18th OSH Best Practices Awards brought together over 300 participants from enterprises, unions, international partners, and government institutions.

The national conference preceding the ceremony focused on:

- **Emerging Challenges:** Safeguarding health and safety at work amid climate risks.
- **Best Practices:** Technical sessions and panel discussions showcased innovative workplace safety models.
- **Integration of Sustainability:** Dialogue on embedding Just Transition and environmental sustainability into OSH practices.
- **Recognition of Excellence:** A total of 63 companies were recognized for their safety leadership, with awards distributed across sectors.

The event not only celebrated achievements but also set new standards for **continuous safety innovation in Pakistan's workplaces**.

2nd Disability Excellence Recognition Awards (February 2025)

Co-hosted by the Pakistan Business and Disability Network (PBDN), GIZ, Sightsavers, and ILO, the



2nd Disability Excellence Recognition Awards was the country's largest-ever gathering dedicated to workplace disability inclusion.



The format combined a **National Dialogue** with an **Awards Ceremony**:

- Leading enterprises such as Sapphire Textile Mills, Artistic Milliners, and Soorty Enterprises presented case studies of inclusive hiring and workplace adjustments.
- An exhibition of organizations working with persons with disabilities (OPDs) created opportunities for collaboration.
- Thirty companies were honoured for their leadership in advancing disability inclusion.

The event showcased how inclusion is becoming a **core business priority**, not just a social responsibility.

5th Women Empowerment & Gender Equality Conference & Awards (June 2025)

The 5th EFP Gender Equality and Women Empowerment Awards brought together over 200 representatives from employers' associations, workers' federations, NGOs, development partners, and government institutions.

The event featured:

- **Technical Forum:** Presentations on women's employment, retention, career progression, and the role of workplace harassment committees.
- **Best Practice Showcases:** Companies shared innovative models for promoting gender equality and safe workplaces.
- **Policy Milestone:** Launch of EFP's **Position Paper on Women's Empowerment and Gender Equality**, consolidating employer recommendations for advancing women's participation in the economy.
- **Recognition:** Forty-eight companies were awarded across Diamond, Gold, and Silver categories, setting benchmarks for inclusive business practices.

Now in its fifth year, the awards have become a national symbol of **employer commitment to advancing gender equality**.





PARTNERSHIPS AND ALLIANCES

COOPERATION PLATFORMS

EFP's power to drive national change is magnified through strategic networks and alliances. This year, we strengthened existing partnerships and forged new ones, creating ecosystems to advance the shared mission of promoting decent work, responsible business conduct, and sustainable enterprise growth.

- **Pakistan Business & Disability Network (PBDN):** Our employer-led platform, in collaboration with Sightsavers, GIZ, and the ILO, continues to be the nation's premier engine for disability inclusion.
- **Women Development Network (WDN):** Launched with the support of GIZ, the Network formed its Steering Committee, ensuring strategic guidance and oversight for WDN's activities. The Committee, in its first meeting in April 2025, approved a one-year plan for the Gender Talk Series to facilitate dialogue on issues and concerns challenging women in the workplace, including existing labour laws, international conventions on women's rights, financial literacy and inclusion for women in the textile industry, effective grievance redressal mechanisms, and the integration of a gender lens in climate action.
- **Pakistan Tripartite Alliance for Just Transition (PTA-JT):** EFP, under the Pakistan Business Taskforce for UNSDCF, is forming a **Tripartite Alliance** to unite industry leaders, policymakers, and experts in shaping a private-sector strategy on climate action. The initiative ensures that Pakistan's transition to a green economy is fair, inclusive, and generates quality green jobs. In collaboration with the ILO, a series of interventions for 2024-25 is underway, including: **Awareness sessions** for employers and SMEs on formalization and Just Transition, Development and piloting of a **Just Transition Assessment Tool** for SMEs in the textile and automotive sectors, and Establishment of a **Helpdesk** to guide SMEs on Just Transition and compliance with GSP+ requirements.



STRATEGIC PARTNERSHIPS

EFP is also closely collaborating with **UNDP**, **UN Women**, **SOCIEUX+**, and the **United Nations Resident Coordinator (UNRC)** Islamabad Office, pursuing joint initiatives to further strengthen shared efforts on gender equality, sustainability, social protection, and private sector development. These partnerships reflect EFP's commitment to aligning employer priorities with global development agendas and ensuring that businesses in Pakistan benefit from international expertise and resources.

INTERNATIONAL ENGAGEMENT AND REPRESENTATION

BIT BUREAU INTERNATIONAL DU TRAVAIL
ILO INTERNATIONAL LABOUR OFFICE
OIT OFICINA INTERNACIONAL DEL TRABAJO

PROPRIÉTÉ PRIVÉE

CENTRE DE CONTRÔLE: 022 799 80 15



113th Session of the International Labour Conference (ILC) (June 2025)

EFP represented by its President Mr. Malik Tahir Javaid, actively participated in the International Labour Conference (ILC), ensuring that the perspectives of Pakistani employers were represented on the global stage. Engagement at the ILC strengthened EFP's voice in shaping debates on international labour standards, decent work, and the evolving future of work.



ITCILO Workshop - From Research to Policy (May 2025)

EFP representative Ms. Rabiya Anwer, Assistant Secretary General EFP, participated in the week-long workshop on Evidence-based Policy Making organized by the ILO Research Department and ITCILO in Turin Campus. The workshop provided knowledge and tools in understanding research and data skills for evidence-based policymaking in the fields of social justice and the promotion of decent work. The workshop ended with a study tour for all participants to visit the opening session of the International Labour Conference scheduled on 02 June 2025 in the ILO Headquarters, Geneva.

Asia Pacific Global Accelerator Policy Forum – Commitments for Productive Employment and Social Protection (April 2025)

EFP President Mr. Malik Tahir Javaid and Secretary General Syed Nazar Ali represented Pakistan at the Asia-Pacific Global Accelerator

Policy Forum, which focused on advancing commitments for productive employment and social protection. By sharing progress and learnings from national initiatives on just transition, responsible business practices, and employer-driven social dialogue, EFP contributed to the regional discussion on creating decent jobs and strengthening social protection systems.



Designing & Delivering Blended Learning Programs (April 2025)

EFP representatives, including Ms. Rabiya Anwer, Mr. Samit Prem, and Mr. Muhammad Saalim, attended a specialized training program at the International Training Centre of the ILO (ITC-ILO) in Colombo, focusing on blended learning design and delivery. The training covered facilitation techniques, digital platforms, and innovative learning models.

The EFP delegation contributed actively through mock training sessions, collaborative exercises, and idea exchanges – receiving strong recognition for their innovative inputs. The knowledge gained will directly enhance EFP's digital learning capacity and support the roll-out of its e-campus initiative, making professional training more accessible to members across Pakistan.

AOTS Joint Workshop 2025 – ESG Initiatives and Challenges (January 2025)

EFP representatives, including Secretary General Syed Nazar Ali and Assistant Secretary General Rabiya Anwer, participated in the AOTS-Japan

Joint Workshop on ESG Initiatives and Challenges. EFP showcased its ongoing projects on Just Transition and Sustainability, while also learning from the experiences of other South Asian employer organizations. The exchange provided valuable insights to strengthen EFP's ESG and sustainability agenda in Pakistan.

Tripartite Regional Knowledge Sharing Forum – Innovative Approaches to Formalization (November 2024)

EFP was represented by Ms. Sadaf Hatif, Director, EFP Board, at the ILO Tripartite Regional Knowledge Sharing Forum on Innovative Approaches to Formalization held in Bangkok. The Forum brought together tripartite representatives from across Asia and the Pacific to exchange experiences and good practices on transitioning from informality to formality.

EFP contributed to the regional dialogue by highlighting the formation of the Domestic Workers Employers Association (DWEA) – a pioneering initiative in Pakistan and the region, supported under the PRS Project. The example of DWEA demonstrated how employers' organizations can play an active role in advancing

formalization, strengthening protections for domestic workers, and promoting gender-inclusive approaches to responsible business.

Climate Change and Just Transition Summit (September 2024)

EFP participated in the Climate Change and Just Transition Summit in Kuala Lumpur, where Secretary General Syed Nazar Ali highlighted the Federation's initiatives in advancing sustainability and promoting green jobs in Pakistan. In his address, he underscored the crucial role of employers in creating green employment opportunities through targeted skills development and workplace transformation.

The Summit emphasized that multilateral collaboration is essential to move from dialogue to action in achieving the 2030 Agenda. EFP's contribution showcased practical efforts in community mobilization, skills development, awareness raising, and industry engagement, positioning the Federation as a regional leader in promoting responsible business practices and employer-driven climate action.



LOOKING AHEAD

As we close this reporting year, EFP stands at an important juncture. The period of July 2024 – June 2025 was marked by progress on multiple fronts: advancing decent work, strengthening employer networks, building inclusive workplaces, and preparing businesses for a sustainable, low-carbon future. These achievements reflect not only EFP's leadership but also the collective commitment of its members, partners, and stakeholders.



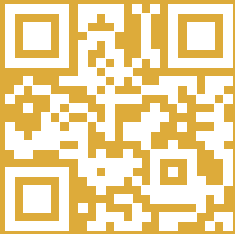
The upcoming year will bring new opportunities and responsibilities. With the elections of EFP's new leadership, we look forward to renewed energy and vision to carry the Federation's mission forward. Our priorities will include:

- Driving **policy advocacy** on labour law reform, social dialogue, and business competitiveness.
- Supporting enterprises in **meeting GSP+ commitments** and advancing climate resilience through Just Transition.
- Strengthening **networks and alliances on gender equality, disability inclusion, diversity, and just transition**, ensuring fair and inclusive growth.
- Deepening **strategic partnerships** with global and national organizations to bring international expertise into local practice.

Looking ahead, EFP remains committed to serving as the **united voice of employers in Pakistan** — shaping policies, strengthening enterprises, and advancing the principles of responsible business. Together with our members, we will continue to build workplaces that are fair, inclusive, productive, and sustainable.

EFP enters the coming year with a continued trust and engagement with its members. The achievements of this reporting year serve as a testament to the commitment of members to excellence, responsible

On behalf of the Board of Directors
Employers' Federation of Pakistan



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