



# WHITE PAPER

## CEO ROUNDTABLE

2025

ORGANIZED BY: DIGITAL LEADERS

SPONSORED BY: BRAND E TECHNOLOGIES

The CEO's Role in Shaping Pakistan's  
Future Through Technology and  
Innovation



## ROUNDTABLE PARTICIPANTS

**Shahzad Shahid**  
CEO  
TPS Worldwide

**Muhammad Aminuddin**  
CEO  
TPL Insurance

**Shariq Vohra**  
CEO  
Shazil Pakistan

**Junaid Ur Rehman**  
CEO  
Artistic Towel Mills

**Syed Zeeshan Haider**  
Founder  
ITT Foods Ltd (Dipitt)

**Raeda Latif**  
CM & BDO - PSX  
(Currently Executive Director  
SCB)

**Junaid Naqi**  
President  
KATI

**Jehan Ara**  
CEO  
Katalyst Labs

**Nasir Sheikh**  
CEO  
Pakistan Business  
Group

**Dr.Sara Saeed**  
CEO  
Sehat Kahani

**Tufail Ahmed**  
President  
PAFLA

**Muhammad Humayun  
Sajjad**  
CEO  
Mashreq Bank

**Faisal Munshi**  
CEO  
Hilal Retail Brand

**Nafees Malik**  
CP & IO  
Faysal Funds

**Ahsan Mashkooor**  
CEO  
wAI Industries



# The CEO's Role in Shaping Pakistan's Future Through Technology and Innovation

---

Chief Executive Officers (CEOs) are at the forefront of driving innovations, competitiveness, & economic transformation through strategic leadership and technological vision. The CEO Roundtable organized by Digital Leaders, held at FPCCI, brought together 16 CEOs from diverse sectors to explore how executive leadership can accelerate Pakistan's progress through technology and innovation. Opened by **Ashifa Paracha, Founder of Digital Leaders**, and moderated by **Shahzad Shahid, Group CEO of TPS Worldwide**, the session emphasized leadership, collaboration, and foresight as critical tools to navigate today's fast-evolving digital landscape.

This whitepaper captures the key insights from the roundtable, restructured under eight strategic themes that reflect the national agenda.

## AI IMPLEMENTATION CHALLENGES

AI was widely discussed as both a transformative force and a source of concern. **Nasir Sheikh, CEO at Pakistan business group** remarked that "AI is brilliant, but research and development can only be done by humans." He emphasized that the future will be challenging unless we accelerate innovation and R&D.

Shahzad Shahid, Founder of a leading industrial group TPS World wide, reinforced the need for mindset change and leadership-driven AI adoption. He highlighted the need to "train the trainer," evolve workplace culture, and prepare the next generation for digital transformation.

**Faisal Munshi, CEO at Hilal Retail Brand** added that digitalization is more about mindset than tools. His organization has implemented AI-based registration systems and customer service automation, showing the role of AI in improving consumer-centric operations.

However, Faisal munshi, Junaid ur Rehman & Reada Latif also warned of risks like data leaks. **Jehan Ara, CEO at Katalyst Labs** posed a critical question: "Do we see AI as an enabler or as a threat?" This duality captured the core challenge facing industries: how to balance innovation with trust and safety.

## CYBERSECURITY CHALLENGES

A key concern echoed by multiple participants was the rising need for robust cybersecurity infrastructure. Faisal Munshi mentioned ongoing work in AI-driven systems for operational efficiency, while **Dr. Sara Saeed, CEO at Sehat Kahani, Nafees Malik CP & IO Faysal Funds** & Muhammad Humayun Sajjad CEO Mashreq Bank



## WHITE PAPER OF CEO ROUNDTABLE '25



highlighted data leakage fears and questioned the preparedness of freelancers and educational institutions in handling these risks. **Shariq Vohra, CEO at Shazil Pakistan** noted that while AI education is on the rise, the competency of educators and the real-world applicability of their instruction remain questionable. "We don't know if the people teaching AI even understand it," one participant observed, pointing to a major gap in cybersecurity education and readiness.

### TALENT RETENTION AND LEADERSHIP DEVELOPMENT

A repeated theme throughout the session was the lack of platforms for youth to express themselves. "Young people don't get the opportunity to speak or express their ideas," **Ahsan Mashkoor, CEO at wAI Industries** lamented.

The call to action was clear: enable, train, and empower youth. Junaid Naqi stressed the need to groom leaders who understand environmental laws, digital literacy, and global compliance. **Junaid Ur Rehman CEO Artistic Towel Mills** This included calls for engaging academia, revising curriculum, and involving experienced professionals in knowledge transfer.

Junaid Naqi, emphasized, "You can't run operations on your own terms anymore." Compliance with environmental laws, emissions regulations, and water management protocols are now a global expectation and a necessity.

### GLOBAL DIGITAL TRENDS AND EXPANSION

**Zeeshan Haider, Founder at ITT Foods Ltd (Dipitt)** shared that future collaborations and tax regulations will define how institutes and industries respond to global digital trends.

**Junaid Naqi, President at KATI & Muhammad Aminuddin, CEO at TPL Insurance** pointed to international norms such as ESG (Environmental, Social, & Governance) compliance & digital sustainability as guiding frameworks. The emphasis is shifting from reactive compliance to proactive leadership on sustainability.





### COLLABORATIVE DIGITAL ECOSYSTEM

Jehan Ara emphasized that startups and entrepreneurs cannot be boxed into one identity. "Some are young, fresh grads, others are seasoned professionals from corporate backgrounds. You cannot treat them all the same." Her call for a more inclusive, diversified digital ecosystem was echoed by Shahzad Shahid & Muhammad Aminuddin stressing collaboration between legacy businesses, startups, academia, and regulators. This kind of collaborative approach was also evident in ESG initiatives launched with media partners to align industry practices with sustainability goals. Building such an ecosystem requires not only mutual respect across different generations and sectors but also shared platforms for co-creation and dialogue. Policymakers must play a facilitative role by creating enabling environments, while private-sector leaders need to open doors for experimentation and mentorship. Only through sustained collaboration can Pakistan's digital economy thrive in both local and global arenas.

### REDEFINING SUCCESS IN A POST-PANDEMIC WORLD

**Muhammad Humayun Sajjad, CEO at Mashreq Bank** gave a compelling example of adaptability post-COVID: "150 people from Pakistan are working for Mashreq while sitting at home." With 43% of

their workforce being female, this hybrid work model proves that success no longer depends on physical offices.

Similarly, digital tools are redefining customer engagement, back-office operations, and public service delivery. From AI-driven call centers to fully remote teams, post-pandemic success stories indicate a permanent shift in operational models.

### SUSTAINABILITY AS A GROWTH DRIVER

Sara Saeed stressed that digital growth cannot be at the cost of the environment. Junaid Naqi underlined the importance of regulatory compliance, citing how unchecked waste dumping or emissions will no longer be tolerated.

KATI's "Green Pakistan" collaboration exemplifies how environmental goals and industry innovation can go hand in hand. "We have partnered with media houses and industries to implement green practices and spread awareness," said one representative.

### TAXATION VS NO TAX ON REMOTE WORKERS / FREELANCERS

**Tufail Ahmed, President at PAFLA** Taxation policies for freelancers and remote workers emerged as a divisive topic. While demand for AI-related work is growing, many freelancers operate outside tax systems. A participant observed: "Institutes are teaching AI, but we don't know if the educators even understand it."





## WHITE PAPER OF CEO ROUNDTABLE '25



**Raeda Latif, Head of Marketing at PSX, (Currently Executive Director at SCB)** highlighted that many businesses have cash but not profit. "They need tech funds proportionate to their size," she said, emphasising smarter tax policies to support growth.

Environmental compliance and sustainability were positioned not just as ethical imperatives, but as drivers of long-term industrial growth. Similarly, tax and regulatory frameworks for remote work and digital freelancers must be reconsidered to support innovation.

### CONCLUSION & WAY FORWARD

The CEO Roundtable highlighted the urgent need for an inclusive, future-ready digital ecosystem in

Pakistan. Leaders from across sectors discussed AI implementation, workforce readiness, cybersecurity, and sustainability as cornerstones of national progress. AI was recognized as a powerful enabler. Cybersecurity, meanwhile, emerged as both a concern and an opportunity.

Participants stressed the need to foster young talent, bridge academia-industry gaps, and embed digital awareness at every level. The roundtable concluded with a call for collaborative leadership, shared responsibility, and a mindset shift across generations. By aligning with international standards, investing in digital skilling, and supporting local innovation, Pakistan can redefine its economic narrative.





WHITE PAPER OF CEO ROUNDTABLE '25



# CEO ROUNDTABLE WHITE PAPER 2025

ORGANIZED BY: DIGITAL LEADERS  
SPONSORED BY: BRAND E TECHNOLOGIES

The CEO's Role in Shaping Pakistan's  
Future Through Technology and  
Innovation

[www.digileaders.pk](http://www.digileaders.pk)