



AIWF NEWS

Arab International Women's Forum

المنتدى العربي الدولي للمرأة

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CHAIRMAN'S MESSAGE

I am delighted to be able to report, as Founder Chairman of the Arab International Women's Forum, that this year has culminated in a highly successful AIWF Programme held in the City of London, all three outstanding events of which have reinforced AIWF's focus on promoting the empowerment of women and youth as drivers of change towards sustainable development and prosperity in the Arab world.

From Partnership to Prosperity: Connecting Women in the Arab World was the theme of the AIWF Annual Conference kindly hosted by AIWF distinguished Global Platinum Partner, Willis, at their prestigious London Headquarters on 22 October this year; this conference brought together distinguished guest speakers and participants and connected Arab business women with their counterparts in the United Kingdom and the wider European Union who were looking to develop commercial relationships and leverage market potential between the two regions, identifying mutual challenges and exploring partnership opportunities in a number of sectors, including financial services, law, health and education, technology and media, retail and tourism, energy and infrastructure.

The highlight of the week's events was the AIWF Gala Dinner held on 23 October in the presence of the Right Honourable Alderman Fiona Woolf CBE, Lord Mayor of the City of London, the second woman to hold this historic position, at the Mansion House, the Official Residence of the Lord Mayor of London. The Right Honourable Tobias Ellwood MP, Parliamentary Under-Secretary of State with responsibility for the Middle East at the Foreign and Commonwealth Office was Guest of Honour. The dinner, the theme of which was *Building Bridges, Building Business: between the City of London, the Arab World and the International Community* was also addressed by Mr Omar Farid, President PepsiCo Middle East & Africa representing AIWF's distinguished Global Corporate Benefactor Partner, PepsiCo, whose support of this prestigious event is warmly appreciated. It was a particular privilege for AIWF to be invited by the Lord Mayor of the City of London for the fourth time and our theme of *Building Bridges, Building Business between the City of London and the Arab World and the International Community* enhanced the AIWF mission and contributed towards AIWF programme's second decade of work as we build upon key alliances and valued partnerships.

On Friday 24 October, AIWF hosted the sixth conference in the *Young Arab Women Leaders* series, entitled *'Connecting the Next Generation of Young Arab Women Leaders'* in partnership with PwC at their City of London Offices. This series of conferences has now come full circle as the first highly successful inaugural seminar of the AIWF and PwC joint initiative entitled *Emerging Arab Women Leaders – the Voice of the Future* was in fact held in May 2011 in London. Designed to assist young women leaders to further optimise and strengthen their personal business skills and thereby their contribution to business and

AIWF 2014 PROGRAMME IN THE CITY OF LONDON 22 - 24 OCTOBER, 2014



From L to R: Mr Omar Farid, President PepsiCo Middle East & Africa, The Rt Hon Alderman Fiona Woolf CBE, The Lord Mayor of the City of London, The Rt Hon. Tobias Ellwood, MP, Minister for the Middle East & North Africa, UK, AIWF Chairman, Mrs Haifa Al Kaylani, at the highlight event of the Programme, The AIWF Official Dinner at the Mansion House on 23 October 2014

As Chairman of AIWF, I was delighted to be able to welcome distinguished guest speakers, government representatives, business leaders, academics, AIWF's esteemed global partners and international members to this important AIWF Programme of Events held in the City of London.

The Programme was designed to connect Arab business women with their counterparts in the United Kingdom and the wider European Union who are looking to develop commercial relationships and leverage market potential between the two regions, identifying mutual challenges and exploring partnership opportunities in financial services, law, health and education, technology and media, retail and tourism, energy and infrastructure.

We are seeing a new, empowered generation of Arab women entrepreneurs with a strong, proven appetite for expansion, poised for leadership like never before but in need of capital, information and training to grow and lead their businesses. These gains have improved the quality of millions of women's lives and have provided invaluable inspiration to women in business, but the reality for women both in Europe and the Arab States is that their successes are often achieved in the face of strong cultural resistance and there is still much to be done to ensure that women in either region are equipped and empowered to successfully compete in an increasingly global and interconnected marketplace.

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the community at large, this joint AIWF and PwC initiative was extended to the Arab region and outstanding events have now been held in Amman, Jordan; Beirut, Lebanon; Dubai, United Arab Emirates and most recently, in Birzeit, Palestine prior to returning to London in October this year. [Reports of these events follow].

On behalf of the Board of Directors and Members of

Continued

CHAIRMAN'S MESSAGE (CONTINUED)

AIWF, I would like to express our warm appreciation for the support and cooperation of PepsiCo, Willis, Shell, Arklight Consulting and PwC for this AIWF Special Programme; AIWF is proud to have the confidence of its distinguished Global Annual Partners and their commitment and valued support for our work, for this outstanding Conference Programme in the City of London and other initiatives. We warmly appreciate the support and cooperation of all our distinguished corporate, institutional, academic and media partners, political and economic forums and global institutions and organisations.

I am pleased to share details of the other events in which AIWF has been involved over the last 6 months of this year.

On Thursday 25 September, as Chairman, I was delighted to be able to welcome close to 100 guests to an AIWF Get-Together and Reception which was held in cooperation with PwC and generously hosted by Fattal Group at its Beirut Headquarters. This special occasion brought together representatives of government, business, academia, international organisations and civil society to welcome our members and friends in Lebanon who are professional leaders and active in the Lebanese private sector. I extend my sincere appreciation to valued AIWF Member Mrs Caroline Fattal Fakhoury for coordinating and arranging this very successful Get-Together.

In October of this year, I visited New York for two key events.

As Chairman of AIWF, I was delighted to accept an invitation to attend the **C3 US-Arab Business Summit** held in collaboration with the US Chamber of Commerce, the US Department of Commerce and the US State Department held at the Union League Club on Monday 6 October to address the Session entitled *'The Evolving Role of Women in the Middle East'* which explored the regional complexities of gender issues, the causes of gender inequality and a possible agenda for change given that gender equality is both an economic and social requirement to achieving sustainable progress and development throughout the region.

It was a great pleasure, as AIWF's Founder Chairman, to accept an invitation to visit the Liechtenstein Institute at the Woodrow Wilson School at Princeton University, New Jersey, where I led a lunchtime Seminar for close to 90 graduates and undergraduates. I had the honour of also being invited to deliver an evening Public Lecture entitled *Women as Drivers of Change in the Arab World* at Princeton University Woodrow Wilson School.

As an acknowledged international organisation, AIWF receives an increasing number of requests from other organisations to nominate participants for conferences and seminars or, in various ways, to support and partner other organisations in holding certain events. AIWF was pleased to be able to lend support to the following:

Following a request from the Australian Department of Foreign Affairs and Trade to assist in the nomination of participants and guest speakers to attend the Women's Economic Empowerment Dialogue event for the Indian Ocean Rim Association (IORA) member states, to be hosted by Ms Natasha Stott Despoja AM, Australian Ambassador for Women and Girls to be held in Kuala Lumpur 17-19 August 2014, AIWF was pleased to lend support to the Department in identifying potential participants from the UAE, Oman and Yemen for the event with particular focus on women owning or managing businesses in tourism or textiles and was pleased to participate when Dr Shaikha Al Maskari, AIWF Board Member, attended the event on behalf of the Arab International Women's Forum.

The Arab International Women's Forum was delighted to co-host a joint luncheon with the Welfare Association in London on 10 September 2014 on the occasion of the visit to London by Dr Tafeeda Jarbawi, Director

General of the Welfare Association. The occasion provided good opportunity for Dr Jarbawi to share the valuable work of the Welfare Association (WA), an independent non-profit organisation established in 1983 by a group of Palestinian business and intellectual figures whose efforts and projects are aimed at sustainable development and humanitarian assistance in Palestine.

AIWF received an invitation from Deutsche Asset & Wealth Management and was glad to be able to join a partnership with Bloomberg, ETFGI, Morningstar and MSCI to present a series of seminars on Megatrends in Passive Investments in the Middle East. AIWF cooperated in sending invitations to women within its network who are investment professionals in the MENA region with a possible interest in attending the seminars at which representatives from the partnering firms would outline salient facts regarding ETFs, 'smart beta', liquidity and implementation of segregated accounts. The seminars took place in Riyadh on 31 August, Bahrain 1 September, Kuwait 2 Sept, Abu Dhabi 3 Sept, Dubai 4 Sept and Doha 7 September.

AIWF's focus has continued this year on the need for job creation, the importance of education, leadership training, capacity-building and self-development for women and youth throughout the Arab world and within this focus has accepted invitations to participate in high-level regional events in the Middle East and the United Kingdom, as well as in political and economic forums with global institutions and organisations.

The work of AIWF has been the subject of major media coverage throughout the year with articles appearing in Vision Magazine, Gulf Times, the new Forbes Woman Magazine and has been featured in the fourth Financial Times Special Report on women in business in the Arab world. Further recent coverage of the AIWF City of London Conference was included in the Arabia Monitor, AIWF Global Knowledge Partner, and in Gulf Today, as promoted by the Sharjah Business Women Council (SWBC), United Arab Emirates, AIWF Institutional Partner, whose Chairperson, HE Ameerah BinKaram addressed Session IV of the Conference entitled *Women Leading in Professions*.

It is also a particular pleasure and honour for me to report that in the Forbes newly published list of **200 Most Powerful Arab Women** in family business, many of those listed form an integral part of the AIWF family, whether as Board Members, Forum members, speakers or friends of AIWF, having all participated in our mission and our vision of creating a greater role for women in the evolution of the Arab private sector because they, like us, believe that it is only through greater economic performance that we can ensure stability and progress in the region for the benefit of all its citizens.

Following on from the outstanding AIWF autumn programme of events held in the City of London the Board of Directors of the Arab International Women's Forum met in London in October and prepared plans for a programme in 2105 which reaffirms AIWF's commitment to **Building Bridges, Building Business**, supported by its network of valued global partners, without whom our work and mission would not be possible, to pursue its role as an agent of change for women in the Arab region, encouraging them to take greater leadership roles and reach higher levels of responsibility in all sectors of business, public life and in civil society thereby enhancing and enriching their enduring contributions to their economies and their communities.

I would like to take this opportunity of wishing all our members and friends a Happy, Healthy and Peaceful New Year.

Haifa Al Kaylani

Haifa Fahoum Al Kaylani
Chairman, Arab International Women's Forum

AIWF 2014 PROGRAMME IN THE CITY OF LONDON

AIWF ANNUAL CONFERENCE 22 OCTOBER 2014

*From Partnership to Prosperity:
Connecting Women in the Arab World,
the United Kingdom & the International Community*
Held at the Offices of Willis International
AIWF Global Platinum Partner

The programme began with the AIWF Annual Conference on 22 October entitled *From Partnership to Prosperity: Connecting Women in the Arab World, the United Kingdom and the International Community* in partnership with and hosted by AIWF Global Platinum Partner Willis at their offices in the City of London.

In her opening remarks, Mrs Haifa Fahoum Al Kaylani stated, *"Recognising the exciting potential for women entrepreneurs in both regions to stimulate economic growth, boost regional productivity and create much-needed jobs, we must now bring government, civil society and the private sector together to work towards concrete initiatives and structured programmes to develop the skills, rights and freedoms of female entrepreneurs; to examine contemporary social and economic demands; and address the lack of gender-friendly and SME-friendly policy design, because the reality for many in the Arab States, and indeed in the UK, many parts of Europe and the US as well, is that women's successes are often achieved in the face of strong cultural resistance."*



AIWF Chairman with Mr Toby Wemyss Chief Executive Officer, Willis International, & HE Mrs Dalal Al-Duwaisan, wife of the Ambassador of Kuwait to the United Kingdom

Mr Toby Wemyss, Chief Executive Officer Central & Eastern Europe, Middle East & Africa Willis International in his Keynote Address spoke of the new Willis initiative called "Women at Willis", and the Willis mantra "there is nothing to stop women achieving their full potential here at Willis" and explained how in the Middle East Willis has championed the role of women in business, particularly in the Kingdom of Saudi Arabia, where landmark Government reforms are reshaping what is possible for women to achieve. Since 2011, the number of Willis associates in Saudi Arabia has nearly doubled and today 55% of Willis Associates in Saudi Arabia are Saudi nationals.

Mr Wemyss closed his address by speaking of the relationship with AIWF. *"... we are at the start of our journey. I am humbled by the achievements and sophistication of the strategies adopted by our fellow partners and the wonderful people I have met through the Forum [AIWF]. We are excited about the future and what we can achieve in our business and look forward to making new relationships and building on those we have made in our first 12 months together."*



AIWF Chairman with Ms Sana Bardawil, Director, Royal Dutch Shell, Ms Ibtihaj Al Ahmadani Board Member, Qatar Chamber of Commerce & Industry & AIWF Board Member and HE Mrs Alia Humoud, wife of HE The Ambassador of Jordan to the UK.

Mr Na'el Al-Kabariti Chairman, Jordan Chamber of Commerce & Industry, The Hashemite Kingdom of Jordan was represented by Mr Issam Smadi, Board member from the Jordan Chamber of Commerce & Industry who gave the Guest of Honour Keynote Address.

Given that restricted access to business funding is impeding growth for women-owned businesses, a major topic of the Conference was **Women & Business Finance**.

Guest Speakers Dr Afnan Al Shuaiby, Secretary General & CEO, Arab-British Chamber of Commerce in the UK and AIWF Board Member, Dr Florence Eid-Oakden, Founder, CEO & Chief Economist of Arabia Monitor in the United Kingdom and Ms Nicola Ehlermann-Cache, Head of MENA-OECD Investment Programme, Private Sector Development Division, France presented a local comparison of the number of women-owned businesses in the region, ie Bahrain, Jordan, Lebanon, Tunisia and the United Arab Emirates, citing access to finance as a key hurdle.

A number of key recommendations for improving women's access to finance were proposed, some of which are:

For MENA Governments and Policy Further data collection enabling banks to design and implement a strategy to attract and segment women entrepreneurs in the SME sector and the promotion of international good practices in extending access to financial products and services to meet the financing needs of women entrepreneurs and the growth strategy of banks.

For Banks and financial institutions in the MENA region Sponsoring the development, the capacity-building and the training of "bank-readiness" in cooperation with UAB members and partner financial institutions and investigating expanding the use of internet, social media and phone banking to market and distribute to women.

Adapt current coaching and financial planning advice to women.

For Women and Business Associations and Women entrepreneurs Appreciating the importance of risk calculations in the bank decision-making process and understanding that business plans should include detailed financial statements with projections over the short to medium-term, and key benchmarks with the objective being to emphasise the profitability of the business and the existence of a sound business strategy.

Women, Wealth and Family Business was another major subject discussed since family business forms the backbone of the MENA economy with 85% of all companies in

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Ms Ida Beerhalter, Co-head of IOME Family Office, Ms Ibtihaj Al Ahmadani Board Member, Qatar Chamber of Commerce & Industry & AIWF Board Member, Dr Shaikha Al Maskari, Chairperson Al Maskari Holding, Chairperson Tricon Group & AIWF Board Member, Mrs Haifa Al Kaylani, Chairman, AIWF, HE Mrs Dalal Al-Duwaisan, wife of the Ambassador of Kuwait to the United Kingdom with a conference delegate.

the region being family owned. Ms Sana Bardawil, Director of Communications MENA & Senior Business Communications Manager, Upstream International Royal Dutch Shell and AIWF Board Member, introduced guest speakers, all of whom were involved in the management of family businesses: Ms Cynthia Haddad Abou Khater, Strategy Management Officer, Technica International, a family business manufacturing conveyors and automation in Lebanon for a global market serving 132 customers in 31 countries which started in 1982 as a small workshop with 4 employees; Ms Ida Beerhalter, Co-Head of IOME, a Multi Single Family office and Private Investment Partnership formed by women principals from the Gulf region with its head office in Riyadh, Kingdom of Saudi Arabia and Dr Shaikha Al Maskari, Chairperson, Al Maskari Holding, Chairperson, Tricon Group, United Arab Emirates. In 1989 Dr Shaikha joined her family petroleum company, Tricon Energy Operations, as Chairperson and steered it to become the Tricon Group comprising multinational firms with strong international partnerships, several with government linked corporations.

Participants learned that family-owned businesses are closely intertwined with the development of the region, and can positively engage in dealing with the socio-economic challenges that exist in the MENA region, including youth unemployment issues, the skills deficit, and the inadequate environment for promoting entrepreneurship. Family businesses also have the best opportunity to engage more women in leadership and management positions in the companies, which in turn will have a direct positive impact on the health of their economies.

Recognising the importance of SME's to the MENA economy in terms of the creation of growth and employment and following on from the World Bank's statement: *"Once women-owned start-ups mature into SMEs, they become significant contributors to employment and GDP"*, the Conference featured a session entitled **Women-Owned SMEs: Meeting Economic Challenges through Collaboration**.

For entrepreneurs to succeed and for SMEs to have any meaningful impact on GDP growth or play any real role in economic development and job creation in this next critical decade, with the public sector unable to provide jobs for the millions of young Arabs estimated to enter the workforce between now and 2020, entrepreneurs on the ground must be provided with the tools, resources, training and financing they need.

Guest Speakers Mrs Nadereh Chamlou, International Development Expert and Former Senior Advisor to the Chief Economist for the MENA Region, The World Bank, USA, Mrs Ceri Powell, Executive Vice President, Exploration, Upstream International & Global Head of Exploration, Royal Dutch Shell, The Netherlands, Ms Roopa Hinton, Social Development Adviser, Middle East and North Africa Department, Department for International Development, United Kingdom and Dr Rana El Chemaitelly, CEO & Founder, The Little Engineer SARL, Lebanon discussed government projects and private sector initiatives in the Arab world, the UK and Europe that have successfully promoted and supported the role of women and SMEs in economic development.

According to Mrs Nadereh Chamlou, *"We are not where we were....but we are not where we want to be,"* citing the great progress made in education and in health but acknowledging that challenges exist ahead in terms of women's integration into the economy in MENA countries.

Women Leading in Professions brought together professional women leaders who are contributing to various sectors of the economy in the Middle East as well as in Europe and internationally to discuss what more can be done to attract young women in the MENA to the professions. Ms Rania Rizk, Vice President and Chief Legal Counsel for the MEA region, PepsiCo, United Arab Emirates, Representative of AIWF Global Corporate Benefactor Partner, PepsiCo and AIWF Board Member was joined by guest speakers Her Excellency Ameera BinKaram, Chairperson, Sharjah Business Women Council (SWBC), AIWF Global Platinum Partner; Mrs Chiara Corazza, Managing Director, Greater Paris Investment Agency, France and AIWF Board Member and Ms Esther De Raymaeker, Senior Projects Adviser, Legal Projects Team, International Bar Association in the United Kingdom.



HE Ameera Bin Karam, Chairperson, Sharjah Business Women Council, HE Mrs Dalal Al-Duwaisan, wife of the Ambassador of Kuwait to the United Kingdom, HE Mrs Alia Humoud wife of HE The Ambassador of Jordan to the UK.

Ms De Raymaeker reported that on 4 March 2014 in Dubai, the IBA LPD Initiative for Women Business Lawyers in the Middle East hosted its inaugural programme in collaboration with the International Chamber of Commerce United Arab Emirates (ICC-UAE). The ultimate aim of this Initiative is to provide women lawyers in the Middle East with resources to enhance their practices substantively and enable them to take advantage of the broader professional skills development and networking opportunities offered by the IBA, as women are seen as a major economic driving force and are amongst the fastest-growing groups of entrepreneurs in the region.

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Mrs Ceri Powell, Executive Vice president Exploration, Royal Dutch Shell addressing the Annual AIWF Conference

A final session, entitled **The Next Generation of Women Directors: Arab, British & International Women on Corporate Boards** featured guest speakers Ms Haruko Fukuda, Non-Executive Director, Investec PLC, United Kingdom and AIWF Board Member, Ms Sarah Turvill, Non-Executive Director, Willis Limited, United Kingdom, and Ms Helena Morrissey CBE, CEO, Newton Investment Management and founder of the 30% Club in the United Kingdom in 2010. The 30% Club is a cross-business initiative aimed at achieving 30% women on UK corporate boards by 2015 through voluntary, business-led change. This has now become an international approach, with 30% Clubs in the US, Hong Kong and Ireland.

Major strides have been made in women's workplace representation over the past generation but a different picture emerges when examining the participation of women on the boards of blue-chip companies in some of the EU's largest markets. As in the MENA region, female entrepreneurs in the EU remain vastly outnumbered. According to Forbes, *"Research shows a correlation between the number of women on boards and higher corporate profits. Companies with more women board directors outperform by 66% in terms of return on invested capital, by 53% in terms of return on equity, and by 42% in terms of return on sales."* In the UK, the Government has indicated that it wants to see more women on boards and in senior executive roles.



Speakers and delegates at the AIWF Annual Conference



From L to R: Ms Cynthia Haddad Abu Khatar, Strategy Management Officer, Technica International, Dr Shaikha Al Maskari, Chairperson Al Maskari Holding, Chairperson Tricon Group & AIWF Board Member, Ms Sana Bardawil, Director, Royal Dutch Shell & AIWF Board Member, Ms Ida Beerhalter, Co-head of IOME Family Office

AIWF GALA DINNER HELD ON 23 OCTOBER 2014 THE MANSION HOUSE, CITY OF LONDON

AIWF was afforded the great privilege of being invited to hold its Annual Conference Gala Dinner for the fourth time at the Mansion House in the City of London in the presence of the Lord Mayor of the City of London The Right Honourable Alderman Fiona Woolf CBE, the second woman to hold the position of Lord Mayor of the City of London since 1169.



Ms Sana Bardawil, Director, Royal Dutch Shell & AIWF Board Member, Mr Omar Farid, President MEA, PepsiCo, The Rt Hon Tobias Ellwood MP, Minister for the Middle East & North Africa, UK, The Rt Hon Alderman Fiona Woolf CBE, The Lord Mayor of the City of London, AIWF Chairman, Mrs Haifa Al Kaylani, Dr Afhan Al Shuaiby, CEO and Secretary General Arab British Chamber of Commerce, Mr Sirri Al Kaylani, Senior Legal Counsel, Hikma Pharmaceuticals, Ms Rania Rizk, Vice President and Chief Legal Counsel for MEA Region, PepsiCo & AIWF Board Member

Held on 23 October, the Gala Dinner had as its theme **Building Bridges, Building Business between the City of London and the Arab World and the International Community.**

In her Welcome Remarks, AIWF Chairman Mrs Haifa Fahoum Al Kaylani gratefully acknowledged the important partnership that exists and has always existed between the Arab region and the City of London, as one of the world's most important financial cities, and applauded the Lord Mayor for her six visits to Arab countries this year. Mrs Al Kaylani said, *"we are very proud of the important and timely work she is doing to strengthen links between the British and Arab economies as the First Citizen of the City of London and as an ambassador for London's rightful place in the global markets."*

Haifa Fahoum Al Kaylani also commended the Lord Mayor for being such an inspirational role model to female entrepreneurs and young women lawyers everywhere. She went on to say, *"As a Partner at CMS Cameron McKenna with energy law as the driving force in her career, specialising in global electricity industry reforms to bring cheaper, cleaner*



Chairman, Mrs Haifa Al Kaylani, with The Rt Hon. Tobias Ellwood MP, Minister for the Middle East & North Africa, UK

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and more energy to more people, Alderman Woolf understands very well the barriers that women in senior management face on their way up as well as the unprecedented opportunities available to women with the talent, drive and determination to succeed."

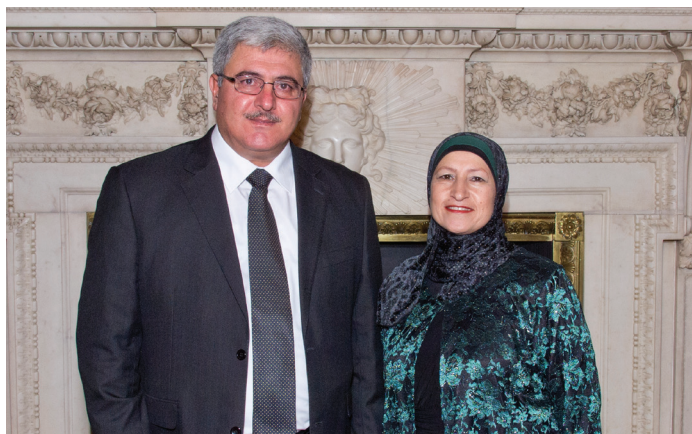
The Chairman welcomed The Rt Honourable Tobias Ellwood MP and Minister for The Middle East & North Africa, Foreign & Commonwealth Office.



Mrs Sana Bardawil, Director, Royal Dutch Shell & AIWF Board Member, and Guest

Mrs Al Kaylani took the opportunity afforded to the Arab International Women's Forum of extending its deepest thanks and appreciation to its global partners, many of whom enjoy a strong presence in The City of London, and alliances for lending their valued support and partnership to the AIWF Programme in 2014 – the AIWF Benefactor Partner, PepsiCo; Global Partners Pfizer, Shell, Willis, PwC, The Sharjah Business Women Council and The Sung Joo Kim Foundation; and institutional partners Arab-British Chamber of Commerce, Hawkamah Institute for Corporate Governance, Mudara Institute of Directors and The Pearl Initiative.

She continued, *"Indeed, a very special acknowledgement also goes to all the landmark Arab, British, European and international companies represented here this evening and to all our distinguished guests, esteemed government representatives, business leaders, international members and friends present this evening, many of whom have travelled to London specially to attend this occasion, representing over 30 countries from across the Arab world and the international community."*



Mr Ghaleb Al Qudah, Director Jordan River Foundation and Mrs Al Qudah

Mrs Al Kaylani explained that AIWF had long been engaged in promoting Arab-British trade and is an institutional partner of the Arab-British Chamber of Commerce, which was founded in 1975 in London to

promote economic activity and trade between the UK and the 22 Arab States. A strong programme of cooperation between AIWF and ABCC has been built following on from the July 2009 signing of a Memorandum of Understanding between the two organisations to foster economic growth and help enhance the roles played by Arab women in business, finance and the economy.

Asking the question, *"So what can AIWF, together with its Global Corporate and Institutional Partners, do to foster trade and collaboration between British and Arab businesses, and how can we ensure that women can progress and prosper through these new business links? How can we help them compete in an increasingly international marketplace?"* Mrs Al Kaylani stated that in both the British and MENA economies, we need to create a greater understanding and awareness of the role of SMEs and entrepreneurship in SME infrastructure, trade facilitation and the promotion of state-business relations. Entrepreneurship is critical to the development of the SME economy and to ongoing economic recovery because it creates jobs and directly impacts youth unemployment, the crisis of our time.

Mrs Al Kaylani continued, *"To this end, the regulatory framework in some parts of the Arab world, such as the GCC, is relatively advanced, but in other parts of the region, infrastructure is weak and underdeveloped. There is much that the Arab States can learn from the British SME community and the opportunities for growth and expansion for British SMEs in the Arab States are unprecedented, not only in the traditional export sectors but now in technology and innovation, both sectors led by young Arab entrepreneurs, and women entrepreneurs in particular. Smaller firms in both regions need more support to trade with high-growth markets and we need to improve our financial and governance structures as well."*

The Chairman of AIWF called on British and Arab governments to work more closely together to launch and support initiatives for women entrepreneurs in both economies to start, grow and lead creative and successful companies, foster small business, create jobs, serve as role models to the next generation of women leaders, and lead to greater and more successful trading links within and across the regions as it is the strong belief of AIWF that innovation and public-private collaboration are central to this development.

Mrs Al Kaylani went on to pay tribute to the commitment and inspirational support of the late Saad Abdul Latif, AIWF Board Member and Chief Executive Officer, PepsiCo, Asia, Middle East and Africa, who sadly passed away last year, describing Saad as an outstanding humanitarian, providing support for programmes combating world hunger, education, diversity, youth and women's entrepreneurship.

Mrs Al Kaylani in her closing remarks said, *"Our dinner at Mansion House tonight is an opportunity for The Arab International Women's Forum to continue developing important links between our members, friends and partners to build bridges and build business between the Arab world, the City of London and the wider international community, and to acknowledge that it is only by working together that we can ensure sustainable growth and development for all and with it peace and stability in the region and beyond."*

The Right Honourable The Lord Mayor of the City of London, Alderman Fiona Woolf CBE welcomed AIWF and guests to the Mansion House. The Lord Mayor then

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spoke of the successful Arab women leaders she had met in the region and carried on to describe the work of AIWF and its Chairman, Mrs Haifa Fahoum Al Kaylani, saying, *“By pairing up individuals, businesses and other groups, it helps to stimulate the links and interests that might have otherwise lain dormant, providing a springboard for talented and entrepreneurial Arab women to reach the very pinnacles of their careers and to inspire others.”*



From L to R: AIWF Chairman Mrs Haifa Al Kaylani, Ms Ibtihaj Al Ahmadani, Board member, Qatar Chamber of Commerce & Industry & AIWF Board Member, Dr Shaikha Al Maskari, Chairperson Al Maskari Holding, Chairperson Tricon Group & AIWF Board Member, Mrs Nadereh Chamliou, International Development Expert & AIWF Board Member, Ms Sana Bardawil, Director, Royal Dutch Shell & AIWF Board Member.

The Lord Mayor pointed out that the Gala Dinner came only 24 hours after the AIWF Annual Conference where guests had not only networked and identified business opportunities but had also discussed what needs to be done to better support women in the workplace. In speaking of the influence of AIWF, she said, *“Speakers of immense renown came from governments, think and do tanks and the private sector and the event was backed by some of the world biggest and most influential businesses, not least of which is PepsiCo. This conference was a great example of the ‘pulling power’ of AIWF and Haifa Al Kaylani.”*

The Lord Mayor then drew attention to the work that Mrs Al Kaylani does as Chairman of AIWF on the issues that feed into AIWF’s agenda, in particular, earlier this year, the Chairman gave the keynote address to the World Literacy Summit Conference in Oxford, highlighting the fact that in the MENA countries, women are twice as likely to be illiterate as men and gave an impassioned justification for investment in women’s literacy.

The Lord Mayor applauded AIWF’s willingness to cast a wide net and to take a holistic approach to equality, one that she wholly supports and has tried to replicate in her own mayoralty with the **Power of Diversity Programme**, highlighting the benefits of diversity and inclusion that can be brought to the City, the innovation, the appeal of social mobility. The Lord Mayor repeated her own much used quotation, *“...after all, if we all come from the same background, where are the new ideas going to come from?”*

She went on to say, *“The Power of Diversity Programme attracted an incredible range of businesses, from PwC to Pret a Manger to Willis, one of your own great supporters, and from people who want to do their bit and fight for greater diversity at all levels of business. I welcome their involvement with open arms because we all know that diversity and equality cannot be achieved in a vacuum. We rely on a real chorus of voices all calling for the same changes – especially at the middle levels of our organisations.”*

The Lord Mayor explained that this was just one of the reasons why she valued the support and presence of AIWF, *“... because you [AIWF] know what needs to be done and you have a track record and you’re in it for the long term”*

In paying tribute to AIWF and its Chairman, Mrs Haifa Fahoum Al Kaylani, the Lord Mayor said, *“But, I would like to end with a celebration of one woman in particular, who has built AIWF from the bottom up, through thick and thin, and made it into the internationally respected organisation that it is today – that woman is Haifa Al Kaylani, a heroine and one of the best connected women on the planet!...in my opinion, no trophy or trinket can represent your achievements, which are not measured in grams or ounces, but in lives changed and opportunities realised. To use the strap line from my own mayoral campaign...You have the energy to transform lives.”*

The Rt Hon. Tobias Ellwood MP, Parliamentary Under-Secretary of State for the Foreign and Commonwealth Office with responsibility for the Middle East and North Africa then addressed the gathering. Speaking on the subject of women in the Arab world, the Minister said, *“The secure and prosperous Middle East and North Africa that we all want to see can only become a reality if it is based on inclusive political systems and economies. No-one is denying there are great challenges ahead and that change will take time. But there is not just a moral obligation to act – there is a hard-nosed economic one. Women’s economic and political inclusion is vital to securing the growth and stability the region needs and its people deserve and are demanding. Building Bridges and Building Business is the key to building peace and prosperity.”*

Every time I travel to the region I am inspired by the stories I hear. And by bringing together governments, business and organisations like the Arab International Women’s Forum, we are already making a difference. You are making a difference. Not just for the good of women, or of the Middle East and North Africa - but for the good of all of us.”

Mr Omar Farid, President, PepsiCo Middle East & Africa opened his address by acknowledging the special relationship with AIWF built over many years. He went on to admire the inspired commitment that AIWF had demonstrated year on year to achieve a common vision to contribute to helping women in the Arab world achieve their highest potential.



Guests at AIWF Official Gala Dinner at the Mansion House

He asked his audience to *“...imagine a world where every woman and girl can go to school, live free from violence, have the freedom to make decisions and choices of their own, and receive equal pay for the same work.”*

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He went on to explain that this was the mission statement adopted in Beijing at the Fourth World Conference on Women, when 189 governments from across the world came together to give life to their vision for gender equality, stating his view that it was as relevant today as it had been nearly twenty years ago.

Mr Farid went on to say that PepsiCo - like himself - is a firm believer in female empowerment and supporting gender equality as a driver of social and economic development and that PepsiCo wholeheartedly supports the significant steps that AIWF is taking to foster female empowerment in the Arab world and beyond.

Mr Farid completed his address with the words, "Now...is the time for us to support women in their journeys to success. And we can only do that by working together, through partnerships like the fantastic one we have with the AIWF."

YOUNG ARAB WOMEN LEADERS CONFERENCE

*Connecting the Next Generation of
Young Arab Women Leaders, London*

Held on Friday 24 October at PwC Offices, London



At the AIWF Young Women Leaders Conference Ms Karen Bellis, Manager, Shell LiveWire, with delegates, Dr Afnan Al Shuaiby, Secretary General & CEO, Arab-British Chamber of Commerce & AIWF Board Member, Ms Sana Bardawil, Director, Royal Dutch Shell AIWF Board Member, Mrs Haifa Al Kaylani, Chairman, AIWF, HE Ameera Bin Karam, Chairperson, Sharjah Business Women Council, Ms Ibtihaj Al Ahmadani, Board Member, Qatar Chamber of Commerce & Industry & AIWF Board Member, Mrs Sylvia Perry AIWF Board Member, Ms Mounia Attiga, Manager Shlumberger SIS, UKI, Ms Alia Ibrahim, Senior Correspondent, Al Arabiya News Channel

Bringing the AIWF 2014 Programme to a close, a highly successful sixth conference in the ***Young Arab Women Leaders*** series, entitled ***'Connecting the Next Generation of Young Arab Women Leaders'*** was hosted by AIWF in partnership with PwC at their City of London Headquarters on Friday, 24 October.

This series of conferences has now come full circle as the first highly successful inaugural seminar of the AIWF and PwC joint initiative entitled ***'Emerging Arab Women Leaders – the Voice of the Future'*** was in fact held in May 2011 in London. These conferences were designed to assist young women leaders to further optimise and strengthen their personal business skills and thereby their contribution to business and the community at large. Thereafter, AIWF and PwC extended their joint initiative, which focuses on young women leaders, to the Arab region and outstanding events have been held in Amman, Jordan; Beirut, Lebanon; Dubai, United Arab Emirates and most recently, in Birzeit, Palestine, all of which have been notable for their eminent guest speakers and high profile participants and for providing a platform for young aspiring Arab women to support, engage

and network with mentors in political, economic and social leadership roles in the Arab world.

In her opening remarks, Mrs Haifa Fahoum Al Kaylani, Chairman AIWF, began by extending the warmest thanks and appreciation of the Board and partners of AIWF to PwC, especially Mr Hani Ashkar, Middle East Managing Partner PwC at PricewaterhouseCoopers and his esteemed colleagues for their invaluable cooperation and partnership. Mrs Al Kaylani described the event as a positive demonstration of the global partnership between the two organisations, built over a number of years, working together on diversity and inclusiveness issues, promoting investment in youth through education, training and the development of leadership skills.

On the theme of the conference, Mrs Al Kaylani stated that it is clear that Arab women are a key economic resource in the region. She said, *"One half of the Arab world's most precious resource - its human talent - has been under-utilised for far too long. Empowering women should no longer be seen as a secondary debate but an integral factor in smart policy making and part of the strategy to jumpstart prosperity, growth and equal opportunity in the Arab marketplace."*

In bringing her address to a close, Mrs Al Kaylani said, *"Today, we look forward to hearing from leading Arab and British women in business and public life on why it is critical to encourage more young women into the SME economy; to explore what can be done to provide young women with the expertise, sound advice and practical support they need; and ultimately, to educate and empower the next generation of young women leaders."*

Ms Pam Jackson, Middle East Relationship Partner leading the joint venture between the UK and Middle East firms and a Partner in the Merger and Acquisitions and Private Equity Tax team at PwC in London in her keynote address responded to Mrs Al Kaylani's opening remarks and welcomed participants to PwC.

Work/Life Balance vs The Glass Ceiling: Transforming Barriers into Opportunities was the opening theme of the conference. Following on from recent comments made by Indra Nooyi, CEO of PepsiCo, Benefactor Partner of AIWF ["Stay-at-home mothering is a full-time job. Being a CEO for a company is three full-time jobs rolled into one. How can you do justice to all?"] and by Facebook CEO, Sheryl Sandberg [There's work, and there's life, and there's no balance."] Guest Speakers Ms Rana El Faramawy, Founder & Business Development Manager, RAM Investments & Business Development, Egypt, Ms Souad M Al Hosani, President, Nexus Business Services, Nexus Agencies, United Arab Emirates and Ms Sarah Churchman, Human Capital Director Head of Diversity & Inclusion and Employee Wellbeing, PwC explored how young women leaders can find balance between their personal and professional lives whilst turning gender-related barriers in the workplace into opportunities for personal and professional growth. Ms Sarah Churchman is widely regarded as a thought leader and is frequently quoted in the media on issues such as women on boards, social mobility, work-life balance and generational diversity.

In **Mentorship & Gender Diversity Management**, guest speakers and participants looked at initiatives and concrete development recommendations that support and

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nurture critical leadership skills in young entrepreneurs and innovators in both the Arab and British economies, examining the impact of mentorship on gender diversity management and exploring best practices for inter-regional collaboration.

Guest Speaker Ms Noha Hefny, Director for Corporate Affairs for the Middle East and Africa at PepsiCo, the youngest woman on the Middle East & Africa leadership team reporting directly to the PepsiCo Regional President, gave her view on how best to manage female diversity in the workplace:

Women-to-women mentorship is critical:

Establish networks that can support women and extend the coaching and mentorship required for them to navigate their career, organisational policies and office politics and most importantly prevent isolation.

Ms Karen Bellis, International Programme Manager, Shell LiveWIRE explained that the Shell LiveWIRE programme was created in the UK by Shell in 1982 to encourage and support young people (usually up to the age of 35) to think about starting their own business and, more importantly, then give them access to the knowledge and skills they need to find a business idea, develop it into a business proposition with a viable and bankable business plan and launch a business that will be sustainable, will have potential to grow and will be more likely to go on to provide employment opportunities for others.

Shell LiveWIRE in the Kingdom of Saudi Arabia, or known locally as Intilaaqah has since its launch in 2010, actively reached out to young women in the Kingdom. During the past 4 years almost 3000 young women in Saudi Arabia have received business training, access to the skills and knowledge needed to be able to write a robust business plan. During that time 4,500 young men received the same training.



Ms Pam Jackson, Partner, PwC

Ms Karen Bellis declared herself to be a passionate believer in the power of mentoring and explained that all Shell LiveWIRE programmes offer local mentors to some young entrepreneurs – there are never enough to go around, which is a universal issue. One of the ways in which Shell LiveWIRE are seeking to enable increased mentoring is a pilot ‘on-line’ mentoring programme, where young entrepreneur mentee and experienced mentor link up via video or voice calls – creating a means of linking up parts of the world where there are many mentors with ones where there is a need.

On the subject of **Young Women Leaders and Why They Matter**, leading young Arab women explored what can be done to provide young women innovators and job creators with expertise, sound advice and practical support and to

equip them to face adversity and develop their own platform for the change and opportunity that will empower the next generation of women leaders. Empowering women should no longer be seen as a secondary debate but an integral factor in smart policy making and part of the means to jumpstart prosperity, growth and equality of opportunity in the Arab region marketplace.



Young Arab Women Leaders Conference L to R: Dr Afnan Al Shuaiby, Secretary General & CEO, Arab-British Chamber of Commerce & AIWF Board Member, Ms Sana Bardawil, Director, Royal Dutch Shell & AIWF Board Member, Mrs Haifa Al Kaylani, Chairman, AIWF, HE Ameerah Bin Karam, Chairperson, Sharjah Business Women Council, Ms Ibtihaj Al Ahmadani, Board member, Qatar Chamber of Commerce & Industry & AIWF Board Member, Mrs Sylvia Perry AIWF Board Member.

Guest speakers Ms Mona Hammami, Director, Abu Dhabi Crown Prince Court, United Arab Emirates and Ms Afrah Al Shuaiby, Postgraduate of George Washington University, USA were well qualified to address these issues.

Prior to joining the Crown Prince Court Mona was, amongst other things, lead associate at Booz and Company as part of the public sector practice team focusing on a wide range of public policy issues including: social and labour policies, macroeconomic policy, governance frameworks, organisation restructuring, agriculture policy reform, and structuring PPP projects among other areas.

After graduating from the American University in Washington DC with a specialisation in International Finance and Business, Afrah A. Al Shuaiby shifted her focus to achieving an LLM Law in Corporate Finance from the University of Westminster in London before going on to complete a Master of Science in Finance from the George Washington University, Washington DC. Afrah's outstanding academic record has been complimented by committed professional experience at internationally recognised Chambers of Commerce.

Guest Speaker Ms Alia Ibrahim, Senior Correspondent, Al Arabiya News Channel, Lebanon, a Beirut-based journalist and media consultant who has covered news for the channel from across the Middle East since 2007, addressed the topic **Young Women Leaders & The Transformative Power of New Media** discussing the important role that journalists, editors, producers, filmmakers and writers play in breaking through cultural stereotypes to build a greater public awareness of the successes, challenges and stories of all women agents of change in every part of the world, and explored ways that young women leaders can leverage new digital literacies and the power of social media to build a platform for their businesses and a voice of their own.

In Women & ICT: Skillsbuilding, Training & Trends, participants heard that only 10% of internet entrepreneurs across the world are women, according to

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Startup Compass, yet in Amman and other MENA cities, the share of women entrepreneurs is said to average 35%. What we are seeing increasingly in the region is the internet as a new space that Arab women find more meritocratic and gender-neutral, with the tech sector offering invaluable opportunities for female entrepreneurs to work from home, making it easier to raise families – especially in parts of the region where mobility is a barrier.

Guest Speaker, Ms Mounia Attiga, Key Account Manager, Schlumberger/Oil & Gas Services Co in the United Kingdom discussed how young women leaders can advance rapidly in business by leveraging social media and e-commerce technologies, exploring why skills building in technology is so critical to business success in the global marketplace.



Ms Pam Jackson, Partner, PwC with delegates

Ms Mounia Attiga explained her role as a global accounts manager handling key accounts in a region covering UK and Ireland, working closely with customers that have global footprint in Oil & Gas operations. She considered that the industry will only attract female technical talent through the evolution of policies and management styles that address gender diversity and take action to eliminate the obstacles to gender diversity in the oil and gas industry. There are many opportunities in the sector and there are many areas that women can explore and make a difference in such as geophysics, geology, QHSE management, strategic planning, project management and more.

Women are a significant part of the future talent pool and without integration of women into the upstream workforce, the supply of new graduates will not be able to respond to demand.

Ms Attiga put forward a number of ways to encourage greater numbers of women to enter the workforce:

1. Internet and social Media
2. Connectivity & Virtual offices
3. Training & Mentoring
4. Creating an empowering environment

In **Reflections on Leadership: My Story** we heard from successful women leaders from across the UK and the Arab world, in business and in public life, who explained how they have personally dealt with the challenges of leadership in all its adversity and complexity, passing on sound advice, encouragement and expertise to the young women leaders participating in this conference.

Guest Speakers Mrs Aline Kamakian, Owner & CEO, Mayrig Restaurant, Lebanon and Ms Dala Ghandour, Lawyer & Mediator, Specialist in Family & Sharia Law, Lebanon spoke of their experiences.

Passionate about food, Mrs Aline Kamakian, started her career as an Insurance Broker at the age of 18 to put herself into college. Her hard work and perseverance allowed her to graduate from Université Saint Joseph – USJ with a double masters in Finance and in Marketing. Her career in Insurance grew to the point where Aline owned at the age of 30 one of Lebanon's top 9 Brokerage firms, with clients such as InterContinental Phoenicia, InterContinental Le Vendôme, Four Seasons Hotel Beirut, Crown Plaza Beirut and Majed Al Futeim Group.

All through her successes, Aline never forgot her love for food but most importantly she never forgot her Armenian roots. Along with her cousin Serge Maacaron, she opened in June 2013 Mayrig an avant-garde traditional Armenian restaurant to introduce to the Lebanese first then to all those who appreciate homely, healthy and tasty food, the forgotten flavours of ancient Armenia. Since then, Aline has ventured into new concepts, M Catering, Batchig, Made by Mayrig. She opened a new branch of Mayrig in Dubai and is soon opening in Riyadh; with more projects to see light by the turn of the year. In her own words *"when you believe you can do it, the sky is the limit."*

Ms Dala Ghandour spoke about Malala, the 17 year old 2014 Nobel Prize winner described simply by UN Secretary General Ban Ki Moon as *"A brave and gentle advocate of peace who through the simple act of going to school became a global teacher."*

Dala closed by saying that the most dangerous thing in life is fear - fear of being alone, fear of being poor, fear of failure, and fear of dying that paradoxically keeps you at the same place without discovering your full potential; that keeps you away from your true dreams.

She said, *"My mother taught me the most important lesson in my life that we are always stronger than fear and stronger than the obstacles standing in the way to our dreams, because if you can dream it you can achieve it!"*

The Conference closed with an expression of thanks to PwC, guest speakers and participants, and to Ms Alia Ibrahim, Senior Correspondent, Al Arabyia News Channel, Lebanon who moderated the sessions.



Participants at the Young Arab Women Leaders Conference at PwC, London

AIWF GET-TOGETHER AND RECEPTION IN COOPERATION WITH PWC AND HOSTED BY FATTAL GROUP THURSDAY 25 SEPTEMBER, 2014



AIWF Chairman Mrs Haifa Al Kaylani with Mr Camille Sifri and Guest.

The Arab International Women's Forum was delighted to welcome AIWF Lebanese Chapter Members, Partners and key contacts to a first **Get-Together and Reception** held in cooperation with PwC and generously hosted by Fattal Group at its Beirut Headquarters on Thursday 25 September 2014.

The special occasion brought together close to 100 guests representing government, business, academia, international organisations and civil society to welcome Lebanese members and friends who are all active in the private sector and professional leaders.

Mrs Haifa Al Kaylani, Founder Chairman AIWF, acknowledged the valued support of Ms Caroline Fattal Fakhoury, AIWF Member, who in her important role as Board Member, Fattal Group had initiated the event and co-ordinated and arranged it and thanked Mr Khalil Fattal, Chairman for the warm welcome and kind hospitality extended to the Arab International Women's Forum. Mrs Al Kaylani commended Fattal Group on its unique pioneering history that spanned across the region which invested in core values and culture and that moreover had been empowering talented women and encouraging their pivotal role in MENA societies for more than a century.

Ms Caroline Fattal Fakhoury, addressing the assembled company, explained that she was the first woman in the family business to have a seat on the board since the company was founded in 1897, after 4 generations. She went on to list the economic arguments in favour of corporate gender diversity: improved company performance, better quality of decision-making, better use of the talent pool and mirroring the market.



Ms Caroline Fattal Fakhoury, AIWF Member, Fattal Group giving her remarks, Mrs Haifa Al Kaylani AIWF Chairman, Mr Sirri Al Kaylani, Senior Legal Counsel, Hikma Pharmaceuticals, Mr Khalil Fattal, Chairman Fattal Group, Mrs Fattal, Mr Camille Sifri, Country Senior Partner, PwC

The Fattal Group employs more than 1200 employees in Lebanon of which a third are women. Women constitute 40% of managers.

Ms Fattal Fakhoury closed by saying *"With such an esteemed audience, such great partners, so much goodwill, I am sure we can individually and as corporations empower women in MENA to realise their potential. Women mean business and so much more..."*



Mr Camille Sifri, Country Senior Partner, PwC

The occasion was supported by AIWF Global Partners PwC and Mrs Haifa Fahoum Al Kaylani, AIWF Chairman, thanked Mr Camille Sifri, Country Senior Partner, PwC for all continued close collaboration in order to ensure that women and young people have the valuable opportunity to contribute to and share in the economic growth in the region.



AIWF Chairman, Mrs Haifa Al Kaylani with Mr Khalil Fattal, Chairman Fattal Group



Mrs Haifa Al Kaylani AIWF Chairman, Chairman Arab International Women's Forum

AIWF CHAIRMAN, MEMBER OF WOMEN'S LEADERSHIP BOARD AT HARVARD KENNEDY SCHOOL AND THE WOMEN & PUBLIC POLICY PROGRAM (WAPPP)

Founder Chairman of the Arab International Women's Forum, Haifa Fahoum Al Kaylani has been a member of the Women's Leadership Board since 2004 and served as its Vice President International for a period.

Comprised of leaders from the most senior levels of government, business, academia, and the non-profit sector, members of the **Women's Leadership Board (WLB)** serve as key supporters and ambassadors to Women and Public Policy Program (WAPPP). The Women's Leadership Board consists of members who engage philanthropically with WAPPP through three annual giving tiers. All members are nominated by members of the Women's Leadership Board or Harvard Kennedy School officials and evaluated by the WLB executive committee and Harvard University. All members possess a shared dedication to philanthropically supporting the mission, growth, and impact of the Women and Public Policy Program.

WAPPP and the WLB ask what they can do to create gender equality and improve the lives of women and men around the world. WAPPP focuses on rigorous, high-impact research that furthers their shared mission of closing gender gaps in the areas of economic opportunity, political participation, health, and education.

The Women and Public Policy Program (WAPPP) a research centre of Harvard Kennedy School that specialises in gender research, teaching, training and outreach helped to develop the gender equality certification tool EDGE (Economic Dividends for Gender Equality).

EDGE is the only global assessment methodology and business certification standard for gender equality. The EDGE assessment methodology was developed by the EDGE Certified Foundation and launched at the World Economic Forum in 2011. EDGE Certification has been designed to help companies not only create an optimal workplace for women and men, but also benefit from it. EDGE stands for Economic Dividends for Gender Equality and is distinguished by its rigour and focus on business impact. The methodology uses a business, rather than theoretical approach that incorporates benchmarking, metrics and accountability into the process. It assesses policies, practices and numbers across five different areas of analysis: equal pay for equivalent work, recruitment and promotion, leadership development training and mentoring, flexible working and company culture.

EDGE AND SHE WORKS

EDGE Certification has received the endorsement of business, government and academic leaders from around the world and has now partnered with IFC (a member of the World Bank Group with whom AIWF enjoys a strong relationship), the International Labour Organization, and the UN Global Compact to launch the *She Works* partnership to advance women's employment in the private sector. The initiative was announced on 22 September 2014 by World Bank Group President Jim Yong Kim at the 2014 Annual Meeting of the Clinton Global Initiative in New York City.

She Works is part of a broader effort of the partners to the initiative to help companies address gender gaps in employment, and thereby drive gains in productivity,

competitiveness, and innovation. EDGE is working with 60 companies in 29 countries across 14 industries to improve gender equality in the workplace by applying its comprehensive assessment methodology and certification system.

The *Edge and She Works* combined initiative resonates with AIWF's mission to support the vital role of women in the private sector in the Arab world aimed at increasing growth and prosperity for all.

HAIFA AL KAYLANI INVITED TO DELIVER A PUBLIC LECTURE AT PRINCETON

Women as Drivers of Change in the Arab World

AIWF Chairman, Haifa Al Kaylani, accepted an invitation to visit the Liechtenstein Institute at the Woodrow Wilson School at Princeton University to lead a lunchtime Seminar for close to 90 graduates and undergraduates.

The Liechtenstein Institute on Self-Determination at Princeton University (LISD) supports teaching, research, and publication about issues related to and emerging from self-determination, especially pertaining to the state, self-governance, sovereignty, security, and diplomacy with particular consideration of socio-cultural, ethnic, and religious issues involving state and non-state actors. The Institute was founded in 2000 through the generosity of HSH Prince Hans Adam II of Liechtenstein, and is directed by Wolfgang Danspeckgruber.

Mrs Al Kaylani also had the honour of being invited to the Woodrow Wilson School at Princeton University, a major centre of education and research in public and international affairs, to deliver an evening Public Lecture entitled *Women as Drivers of Change in the Arab World*.

Woodrow Wilson School students are a diverse group of undergraduates and graduates representing different backgrounds and life experiences, yet each enters the School with a demonstrated commitment to public service. Guiding them is an impressive faculty whose research produces knowledge on which sound public policy is based.

Woodrow Wilson School graduates are leaders in public, nonprofit and private sectors around the globe and are living examples of the University's unofficial motto, "*Princeton in the Nation's Service and in the Service of All Nations.*"

In her address, Mrs Al Kaylani discussed how women can be endorsed as drivers of change in the new Arab world, saying that without more women in politics, finance and civil society, playing concrete roles in shaping the new Arab future, there will never be real, sustainable social and economic development in the MENA region.

Mrs Al Kaylani called for good education offering girls the opportunity to excel in the sciences, engineering, and mathematics and to respond to the needs of future employers; the promotion of role models; more women in public life and civil society; entrepreneurship and more funding for development programmes.

Mrs Al Kaylani continued, saying, "*Taking into consideration the present political and economic situation in the region, we need to secure a greater role for women in civil society and public life, empower the private sector and support women-owned SMEs as engines of economic growth. We want to see women engaged in drafting the new constitutions and we want to see women engaged in their implementation...Women in the US and other European countries have become engines of economic growth by setting up their own businesses and there is no reason why Arab women cannot do the same.*"

AIWF CHAIRMAN AS GUEST SPEAKER AT C3 US-ARAB BUSINESS SUMMIT

Development between the Arab region and North America
**HELD AT THE UNION LEAGUE CLUB
IN NEW YORK, MONDAY 6 OCTOBER 2014**

AIWF Chairman, Haifa Al Kaylani, was pleased to accept an invitation to participate at the **C3 US-Arab Business Summit** held in collaboration with the US Chamber of Commerce, the US Department of Commerce and the US State Department held at the Union League Club on Monday 6 October to address the Session entitled *'Evolving Role of Women in the Middle East'* to explore the regional complexities of gender issues, the causes of gender inequality and a possible agenda for change given that gender equality is both an economic and social requirement to achieving sustainable progress and development throughout the region.

Since 2012, C3 Summit, in collaboration with the US State Department, US Chamber of Commerce and the US Department of Commerce, has been producing US-Arab Summits focusing on healthcare, commerce and economic development between the Arab region and North America.

The Summit brings together over 400 leaders from around the world to form new relationships, foster existing partnerships and exchange best practices between the United States and the Arab world and executives and experts from a wide range of fields to advance "commercial diplomacy" between the two regions.

The three tenets of the C3 conference revolve around a vision to build, foster and strengthen relationships between the US and Arab businesses, policy makers and civil society:

Community: create a global platform for exchanging "best practices"

Collaboration: promote dialogue and grow existing relationships

Commerce: facilitate new ventures and opportunities

Taking part in a Panel Discussion entitled *The Evolving Role of Women in the Arab World: An Untapped Natural Resource*, with Judith Barnett, (Moderator), Founder, The Barnett Group, Hala El Barkouky, Founder & Managing Partner, Allied Business Consultants, Cairo, Egypt, Mona Aboelnaga Kanaan, Managing Partner, K6 Investments LLC, Chéma Gargouri, CEO, Center for Applied

Training, Tunisia and Rahilla Zafar, Author, Arab Women Rising, Haifa Al Kaylani, Chairman AIWF, gave reasons for the low economic participation of Arab women and then went on to cite the economic benefits of empowering women. She listed a number of strategies for sustainable empowerment which included creating an environment where entrepreneurs can flourish; opening up access to finance, which is recognised as one of the main hurdles for women entrepreneurs; and promoting public-private partnerships, implementing sustainable job creation initiatives that reward multi-national companies for hiring, training and retaining women and youth in strategic industries ultimately creating opportunities for all.

LORD MAYOR OF LONDON'S POWER OF DIVERSITY PROGRAMME INCLUDES AIWF BOARD MEMBERS

City of London firms got on board on 7 January this year with the Lord Mayor's 'Power of Diversity' programme by launching three 'diversity buses' at Guildhall Yard in the Square Mile. The initiative was being launched to improve diversity among leading organisations in the City. The buses have since been in active service, operating from Westbourne Park, Bow and Shepherd's Bush in London.

CEOs and senior representatives of the 34 companies have sponsored the Lord Mayor's programme, consisting of a series of breakfast lectures, seminars and conferences at major London venues like the South Bank Centre and the Mansion House.

The Lord Mayor's Power of Diversity events during the course of the year are designed to share best practice and experience amongst senior and mid-level managers across City organisations in a collaborative effort to improve people management and widen the UK business talent pool.

This year, for the second time ever, the Lord Mayor is a woman. A leading global spokesperson for UK financial services, Lord Mayor Woolf is determined to focus on the practical steps that the City can take to harness the benefits of diversity in the talent pool on which it depends, to sustain its success and create and a genuinely inclusive city. Only then will statistics on diversity better reflect modern society.

Lord Mayor Fiona Woolf, said: *"The world has changed since I became the first female partner at my law firm CMS 30 years ago. But it has not changed fast enough, and we need to challenge traditional thinking and make sure far fewer women and people from diverse backgrounds get left behind."*

HAIFA AL KAYLANI, AIWF CHAIRMAN RECEIVES GLOBAL THINKERS 2014 LIFETIME ACHIEVEMENT AWARD FOR EXCELLENCE IN LIFE DUBAI 28 NOVEMBER

Mrs Haifa Fahoum Al Kaylani, Chairman AIWF, has been nominated for the **GTF 2014 Award for Excellence in Life** in recognition of her *"exceptional work for Arab women and her commitment to opening new pathways for Arab women worldwide, given her lifelong, tireless efforts at the highest standards"*

The Awards Gala for 2014 will take place in Dubai at the end of November and the theme is *'Arab Women as Changemakers - A Celebration of Achievements'* in the presence of 240 select guests and international VIPs.

Awardees include HE Sheika Lubna bint Khalid bin Sultan Al Qasimi who is the Minister for Foreign Trade and was previously Minister of Economic and Planning of the United Arab Emirates for **Excellence**

in Global Thinking and Mrs Raja Al Gurg, Founder & Managing Director, Easa Saleh Al Gurg Group and President of the Dubai Business Women Council, UAE for **Excellence in Leadership**, both of whom were distinguished former AIWF Board Members.

Global Thinkers Forum is a think tank consisting of a global network of leaders that brings together pioneering minds to promote excellence in leadership, collaboration and understanding. of a world in constant change. The GTF community is committed to creating a new generation of exceptional leaders and providing space for high-level networking, knowledge exchange, positive change and business. Global Thinkers Forum was launched under the patronage of Queen Rania Al Abdullah of The Hashemite Kingdom of Jordan.

LORD MAYOR OF LONDON'S POWER OF DIVERSITY PROGRAMME (CONTINUED)

"There has always been a moral case for inclusion, but now, there is a clear business case. London will lose out if it does not capture the benefits of diversity – fresh perspectives, originality and innovation – by enabling talented individuals to get to the top. This change will not happen overnight but we need to ensure that businesses employ a true meritocracy, so that the best succeed, regardless of gender, race, sexuality or nationality."

AIWF Chairman, Mrs Haifa Fahoum Al Kaylani and AIWF Finance Director, Ms Mei Sim Lai, are pleased to be members of the Lord Mayor's Strategy Group for this Power of Diversity programme.

AIWF MEMBER LYDIA ROGERS WRITES ABOUT HER STUDY OF ARABIC & THE RELATIONSHIP BETWEEN GENDERS "BUT YOU'RE A GIRL?"

As a fourth year student at the University of Edinburgh, this is one of the most common responses that I receive whenever I tell people that I study Arabic, either that or, *"Oh my goodness, how interesting, I'd hire you."* I obviously prefer the latter.

Both questions, however, lead to another; *'Why Arabic?'* and this is a question that can be answered in one of two ways. Although my first answer is always a simple, *'why not?'*, the second is slightly longer. Partly, I was sure that I wanted to learn and subsequently develop a skill that I could use throughout my life and career. Mostly, however, is the reason which is at the heart of the title of this article. Being a woman, far from a disincentive, is surely a specific reason to study the Arab World. The axiomatic centuries of religious discrimination and social tradition that have led to the female role in conservative Islam is as far as the Western eye ever seems to venture. However, a direct involvement in the Middle East provides the opportunity for active exploration and rich discovery about the relationship between the genders and its subsequent future, especially in the realms of international business.

I have become increasingly frustrated by the lack of understanding that exists between our two great powers. The unknown is a frightening and threatening thing but it would be too simple to lay complete blame upon the media for the dominance of Middle Eastern stereotypes. How can we, as participants in this great exchange, expect to forge significant and lasting relations amongst ourselves if we continue to focus upon our differences? Surely bridges are best built upon foundations laid by our similarities and shared interests? Enthusiasm, initiative and vision exist irrespective of both culture and gender, so how can society function to its full potential if inequality pervades either? It is this drive for informed and productive cooperation that is manifested so successively by the AIWF.

What is clear to me is the scale of opportunity offered by studying a language such as this. Arabic may, at times, appear a Pandora's Box of grammatical riddles which never cease to tease and humiliate its students, but it also opens the heavy gilded door to a civilisation older and wiser than Pandora herself. It strikes me as unquestionable that you should want to be able to converse with people in the language that makes them most comfortable, especially if those people can teach you things that you did not realise you needed to learn.

Lydia Rogers

University of Edinburgh, AIWF Member

AIWF MEMBER CAROLINE FATTAL FAKHOURY OF LEBANON, RANKED 41 OF THE 200 MOST POWERFUL ARAB WOMEN, SHARES HER JOURNEY

It is a great pleasure to be able to share my achievements with fellow AIWF Members.

I combine 20 years corporate business experience with the skills of a certified professional business coach.

My career started in the fast moving consumer goods industry, where I have held management roles in Europe, Latin America & the Middle East — learning best practices from Unilever, Kraft, Johnson & Johnson and Gillette.

I started my marketing career in Unilever's European Business Group based in Paris, then transferred to Buenos Aires where I became a Senior Brand Manager handling innovation, product launches, consumer research, advertising and brand development for their key laundry brand.

I later moved to Lebanon where I became the Sales Director of Unilever Levant's newly established operation. I pioneered by being the only woman Sales Director in Unilever Asia Middle East & North Africa and the only woman Board Member of Unilever Levant. Two challenges I faced were building a sales organisation from ground up, and transforming annual sales plans with channel strategies into reliable execution that exceeded expectations and targets.

Following my Unilever experience, I joined our family's business, the Fattal Group, headquartered in Lebanon, first as Assistant General Manager of the Food & Beverage division, later as Chief Operating Officer of the entire group.

I then moved to Dubai, where I got certified as professional coach and partnered with Praesta, a boutique executive coaching firm, and opened their Middle East subsidiary. I was - and am still passionate - about coaching CEOs and senior executives in various industries and fields.

Back in Beirut, I serve today as Senior Vice-President Corporate Functions and Board Member of the Fattal Group. My executive responsibilities cover Human Resources, Audit, Finance, IT and Supply Chain across multiple geographies.

My experience as a Board Member of both Unilever & the family business make me aware of challenges facing shareholders, board chairs and board members.

I had the chance to speak and be a workshop facilitator on the topics of family business, and women's leadership at the board level — how to get there and how best to contribute.

I am blessed to have lived and worked in France, Argentina, and Dubai, and am now based in Lebanon, married and a mother of 4 children.

Running in parallel a full time job in the Fattal Group, a century-old family business, together with Praesta, the executive coaching firm, in addition to my family responsibilities is sometimes a challenge.

I have just been honoured by Forbes Middle East, in its September 2014 issue, with the rank of number 41 of the **200 Most Powerful Arab Women** and I dedicate this accolade to my family and to all of those who along my journey have helped me to become who I am!

Caroline Fattal Fakhoury

SVP and Board Member, Fattal Group www.fattal.com.lb

AIWF Member

AIWF REPRESENTED AT PRE-COMMISSION ON THE STATUS OF WOMEN NATIONAL CONSULTATION 'BEIJING + 20' BY UK GOVERNMENT

The UK government held a pre-Commission on the Status of Women (CSW) Annual National Consultation with Women on 10 November 2014. The event was attended by close to 100 representatives from government agencies, civil society, and national and international non-government agencies; Ms Mona Hamade represented AIWF at the event.

The Convention on Elimination of all forms of Discrimination against Women (CEDAW) emerged during the UN Conference for Women held in Beijing in 1995. The convention highlighted areas in which women and youth continued to face challenges across the world.

The pre-CSW event that took place in London focused on reviewing the progress 20 years after Beijing, the implementation of the MDGs and the CSW event that will be held in 2015. In addition, the fifty-eighth session of the Commission on the Status of Women took place at the United Nations Headquarters in New York from 10 to 21 March 2014. The aim of the pre-CSW was to elaborate on themes such as:

- *Challenges and achievements in the implementation of the Millennium Development Goals for women and girls.*
- *Access and participation of women and girls to education, training, science and technology, including for the promotion of women's equal access to full employment and decent work.*

Following on from the Beijing Conference, the United Nations introduced eight Millennium Development Goals (MDGs) including eradicating extreme poverty and hunger, achieving universal primary education, promoting gender equality and empowering women and establishing a global partnership for development. Since their adoption more than 13 years ago, the MDGs have led to significant and substantial progress, including visible improvements in all health areas as well as primary education, and halving the number of people living in extreme poverty.

Presentations at the pre-CSW event were given by government ministers as well as the Department for International Development which outlined the UK government's strategies towards short and long term goals with regards to the CEDAW and future goals. This was followed by presentations from the civil society representatives summarising the current challenges and policy priorities in the implementation of CEDAW and MDGs. The sessions were followed by active break-out sessions in which representatives from the civil society and UK government agencies debated over best practices and emerging themes to be covered during the 2015 CSW Agenda.

Mona Hamade

*PhD Candidate, University of Cambridge
Centre for Gender Studies, AIWF Office Administrator*

AIWF WOULD LIKE TO ACKNOWLEDGE WITH APPRECIATION THE VALUED SUPPORT OF AIWF GLOBAL ANNUAL PARTNERS

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NEWS OF AIWF BOARD MEMBERS AND FRIENDS

AIWF is pleased to announce that Mrs Chiara Corazza, Managing Director, Greater Paris Investment Agency, France and AIWF Board Member has been appointed to the Board of Directors of RATP (Régie Autonome des Transports Parisiens).

The RATP Group is the world's fifth largest public transport company operating all modes of collective mobility – bus, metro, trains and trams. In Île-de-France it runs, maintains, modernises and develops one of the world's densest multimodal networks. Every day it transports over 12 million people. RATP and its subsidiaries export this expertise across all continents. United by their sense of public service, the Group's 57,731 men and women share the same objective: allowing passengers to travel calmly, quickly and as comfortably as possible.

AIWF MEMBERS & ASSOCIATES IN THE 200 MOST POWERFUL ARAB WOMEN BY FORBES MIDDLE EAST

AIWF is pleased and honoured to report that in the Forbes newly published list of **200 Most Powerful Arab Women** in family business, close to 50 form an integral part of the AIWF family, whether as Board Members, Forum members, speakers or friends of AIWF, having all participated in our mission and our vision of creating a greater role for women in the evolution of the Arab private sector because they, like us, believe that it is only through greater economic performance that we can ensure stability and progress in the region for the benefit of all its citizens.

To name but very few, of the current AIWF Board Members, the following appear in the list of The 200 Most Powerful Arab Women:

Mrs Ibtehaj Al Ahmadani

Executive Board Member,

Qatar Chamber of Commerce & Industry, Qatar

Ms Mona Almoayyed

Managing Director, Y K Almoayyed & Sons, Bahrain

Mrs Hanan Akram Saab

Founder, Co-Owner and Managing Director,

Pharmamed, Lebanon

As reported earlier in this Newsletter, Mrs Caroline Fattal Fakhoury, SVP and Board Member Fattal Group and AIWF Member, Lebanon is ranked at number 41.

Forbes Middle East has unveiled its 2014 ranking of The 200 Most Powerful Arab Women. Published in the September issue of the renowned business publication, this year's impressive list includes inspirational and accomplished women from family business and government, as well as top C-level executives in the corporate sphere.

For the second consecutive year, Forbes Middle East shines the spotlight on the leading ladies making fundamental contributions to the business and political landscapes of an ever-evolving Arab world. Motivation for undertaking this in-depth exercise stems from the reality that Arab women today are not only inspiring future generations of aspiring females, but driving the advancement of national economies and political agendas across the region.

Of the list of 200, family businesses dominate with a total of 85 entries, translating 43% of the total. Mrs Raja Easa Al Gurg, Managing Director of UAE-based Easa Saleh Al Gurg Group LLC and former AIWF Board Member secures the top position, followed by Saudi Arabia's Lubna Olayan, CEO of Olayan Financing Company, and Mona Almoayyed, MD of YK Almoayyed & Sons Group in Bahrain and AIWF Board Member, respectively.

Reflecting a steady rise in female representation in national politics, a total of 59 women in government positions also feature prominently, accounting for 29% of total entries. The UAE's Sheikha Lubna Bint Khalid Al Qasimi, founding AIWF Board Member comes first, followed by Oman's Dr Rawya Al-Busaidi and Hind Subaih Al-Subaih from Kuwait. The move to include women in Saudi Arabia's Shura Council also paves the way for strong Saudi representation in this sector.

For the first time, this year's Forbes Middle East ranking has been extended to include accomplished women who occupy senior positions in the corporate world. The 56 women featured in this executive management category have risen through the ranks to assume C-level, board, chair and presidential roles within their respective organisations, and account for 28% of the list.

Egypt has 14 entries, but it is Kuwait's Shaikha K Al-Bahar, Deputy Group CEO of National Bank of Kuwait, who sits in the top position. Lebanon's Nayla Hayek of luxury watchmaker, Swatch, comes in second with Emirati, Salma Ali Saif Bin Hareb, taking third place.

In a context of female accomplishment, Khuloud Al Omian, Editor-in-Chief of Forbes Middle East provides insight into the transformational role of women in the region and the motivations driving The 200 Most Powerful Arab Women ranking:

"Not just regionally, but worldwide, there is still much to be done to engineer a level playing field between the sexes, but by showcasing the achievements and unlimited potential of Arab women, we are one step closer to balancing the equation. Female workforce participation stands at an estimate of just 24% in the Middle East, but the region's women are proving their worth and it is down to the region's collective efforts to ensure that Arab women continue to play a formative role in shaping the future, whether in the government, business or social realms."

In a collective effort of its own, through its publications and events, Forbes Middle East is helping to highlight the region's female success stories and push for further advancement of women across the Arab world.

HOW TO JOIN AIWF

For further information on AIWF kindly contact:

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