



AIWF NEWS

Arab International Women's Forum

المنتدى العربي الدولي للمرأة

Issue No: 30 November 2013 London

CHAIRMAN'S MESSAGE

Building on the commitment made at the end of AIWF's first decade to promote the empowerment of women and youth as drivers of change towards sustainable development and prosperity in the Arab world, work has continued throughout the summer preparing for two further major conferences in Europe providing excellent forums to press for women and youth to reach out for the opportunities to contribute to shaping future Arab economic and social policy and to take forward the message that the empowerment of women, poverty eradication and equality of opportunity for all citizens are essential for sustainable development in the Arab world and developing economies. In all these endeavours, we continue to engage with our distinguished corporate, institutional, academic and media partners, political and economic forums, global institutions and organisations and to build an ever-growing network of support.

As Founder Chairman and on behalf of the Board of AIWF, I am proud and delighted to welcome a new AIWF Platinum Partner, Willis. Willis Group Holdings plc is a leading global risk advisor, insurance and reinsurance broker operating on every continent with more than 17,000 employees in over 400 offices. I would like to express the Board's warmest thanks for their engagement with AIWF and its distinguished Global Partners all of whose support is deeply appreciated. I look forward to building on the relationship with Willis and, indeed, with all AIWF's valued Global Partners.

Continuing my programme of activities on behalf of AIWF, I made a number of visits to Germany during the summer in order to fulfil major speaking engagements and to finalise preparations for the AIWF Annual Conference held in Berlin.

In my capacity as Chairman of AIWF, I addressed the 16th Arab-German Business Forum 2013 hosted by Ghorfa – Arab-German Chamber of Commerce session entitled ***Female Business: Unfolding Leadership*** held in Berlin from 13-14 June. This well-supported forum was attended by over 500 international participants with close to 70 high-level invited Guest Speakers.

Hamburg was the venue for the ZEIT-Stiftung Ebelin und Gerd Bucerius 13th Annual Bucerius Summer School on Global Governance from 18 – 31 August where, as AIWF Chairman, I addressed the Panel Discussion entitled ***Debating Current Issues in the Arab World*** and chaired a Working Group. The Summer School had assembled together 60 carefully selected global young professionals for two weeks to discuss current political, economic and societal questions with high-ranking political, business and academic experts for the purpose of fostering leadership qualities while offering a

DATES FOR YOUR DIARY

ARAB INTERNATIONAL WOMEN'S FORUM CONFERENCE

*'Young Arab Women Leaders:
The Voice of the Future'*
in partnership with PwC

in Doha, Qatar

March, 2014

(Venue and Date to be confirmed)

ARAB INTERNATIONAL WOMEN'S FORUM CONFERENCE 2014

in London, UK

22 October, 2014

(Venue to be confirmed)

OFFICIAL DINNER

*Building Bridges, Building Business:
between The City of London, The Arab World &
The International Community*

at

The Mansion House, The City of London

23 October, 2014

ARAB INTERNATIONAL WOMEN'S FORUM CONFERENCE

'Young Arab Women Leaders: The Voice of the Future'
in partnership with PwC

in London, UK

24 October, 2014

at

the PwC Offices in the City of London

platform to establish lasting international relationships beyond the individual's own professional field. A detailed report is included in this Newsletter.

It was a great pleasure to be invited by the Aspen Institute in Germany and Deutschlandradio Kultur to address a select group of forty guests at the China Club, Berlin on 19 September on the topic of ***On the Road to Democracy? The Arab Revolution and its Women*** and to be interviewed by Peter Lange, Editor-in-Chief of Deutschlandradio Kultur further on the subject. More detailed information is included later in this Newsletter.

Continued

CHAIRMAN'S MESSAGE

Following on from AIWF's annual programmes and conferences held in Paris, London, Brussels, Madrid, Cairo, Amman, Washington DC, Damascus, Dubai and building on the success of the AIWF 2012 Conference in Sharjah, AIWF accepted a formal invitation from His Excellency Mr Klaus Wowereit, Governing Mayor of Berlin, to host the 2013 AIWF Annual Conference in Berlin in collaboration with the Ghorfa, Arab-German Chamber of Commerce & Industry, from 23 to 25 October, 2013 on the topic ***From Partnership to Inclusive Growth: Women in the Arab World, Germany and the International Community***.

This event, attended by 180 delegates from 16 Arab and 8 international countries all of whom came together to meet their outstanding and high profile German counterparts, was an opportunity to learn about Germany's vocational training system which is widely regarded as a model of business investment in social mobility and in the country's skilled workforce of the future. Germany has the lowest jobless rate among young people of any industrialised nation in the world due in part to their Dual Vocational Training System (TVET), a time-tested economic model. Also showcased were the successful initiatives set up by the German government to increase the level of female entrepreneurship within the economy.

As a result of this conference, AIWF has made great progress towards strengthening existing channels of partnership between the Arab world and Germany, creating new avenues for entrepreneurial activity and investment and promoting business growth, innovation and intercultural collaboration between accomplished women representing Europe and the Middle East, two of the world's most dynamic economies. A detailed report of this Conference appears in this Newsletter.

On 16 September, I attended the G8 Deauville Partnership Investment Conference which, as part of the UK's G8 Presidency, was hosted by the United Kingdom Foreign & Commonwealth Office in association with the European Bank for Reconstruction & Development and the Islamic Development Bank. This key event brought together ministers, business leaders, investors and senior government officials from across the G8, the Arab Countries in Transition across the Middle East and North Africa region (Egypt, Morocco, Tunisia and Yemen) and Deauville regional partners (Saudi Arabia, Qatar, Kuwait, UAE and Turkey), in addition to the major international financial institutions. Over 500 delegates were in attendance.

The core of the initiative was to overcome barriers to investment. Transition countries set out opportunities for investment and presented the steps they are taking to attract and support investors. In addition, ministers from the UK, senior private sector representatives and experts from major institutions such as the IMF, OECD and the World Bank participated in discussions and focused panel sessions on the obstacles to attracting greater investment and how these might be overcome. Existing and potential investors were also able to share experiences and build relationships with country representatives, experts and each other.

As part of AIWF's programme of activities in London, I was pleased to have the opportunity to address the

BBSA Associates and Arab British Chamber of Commerce Middle East Business Networking Dinner held at the Arab British Chamber of Commerce in London on 26 September to facilitate discussion on the changes in the Arab business outlook that are currently witnessing Arab women and young entrepreneurs as key drivers of change and to provide a platform for new business opportunities.

I would like, as Chairman and on behalf of the Board, to express my deep appreciation to Shell, AIWF valued Global Platinum Partner, with whom AIWF enjoys a long-standing relationship built up over more than a decade, for again kindly hosting the Get Together at the Shell Centre in London on 30 October for UK AIWF members, partners and friends. This invaluable opportunity for networking in London was granted to AIWF through the valued support of Ms Sana Bardawil, Communications Director, Shell and AIWF Board Member. Close to 100 guests attended this highly successful occasion.

In November I have accepted an invitation from the Qatari Businesswomen Association, to attend the 4th Qatar International Businesswomen Forum to be held in Doha from 11 – 12 November and to address the session entitled ***The Changing Political and Social Landscape in the Arab World & Prospects for Arab Women as Change-Makers in Business, Politics & Society***. This event is hosted by the Qatari Businesswomen Association in cooperation with the Interactive Business Network, under the main theme of ***Arab Businesswomen as Change-Makers***. The forum will focus on issues of developing and harnessing leadership potential, values of identity and leadership style, removing the barriers which prevent women from exercising leadership in business and social activities, growing and funding entrepreneurship and innovation among women, and profiles of women visionaries. The Forum will coincide with the Qatar Businesswomen Award for 2013.

To demonstrate the breadth of AIWF's sphere of influence as we approach the end of our thirteenth year of operation, I have received an invitation, as Founder Chairman of the Arab International Women's Forum, from HE Gladys Triveno, Minister of Production, Republic of Peru and Mr LI Yong, Director General, UNIDO to the 15th Session of the UNIDO General Conference on the theme ***Towards Partnerships for a new Industrial Revolution for Inclusive & Sustainable Growth*** which is to be held in Lima, Peru from 2 – 6 December and to participate as a high-level panellist as part of the Industrial Development Forum.

AIWF and PwC are committed to nurturing the next generation of young women entrepreneurs, helping to empower them as they break new ground in business and in public life and, to this end, the fifth groundbreaking seminar of the ***Young Arab Women Leaders: the Voice of the Future*** series is to be held in Doha, Qatar in March, 2014 by AIWF in partnership with PwC.

The ***Young Arab Women Leaders*** series of conferences aims to assist young women to optimise and strengthen their personal, networking and business skills, and thus their enduring contributions to their economies and communities at large.

Following on from the success of the AIWF supported book, *Domains of Influence: Arab Women Business Leaders*

CHAIRMAN'S MESSAGE CONTINUED

in a New Economy, I have contributed a Foreword for the English translation of the book to be published later this year entitled **The New Arab Women**, by author Dr Gabi Kratochwil, Managing Director, Cross Cultures and Member of the Board of Directors, Ghorfa, Arab-German Chamber of Commerce & Industry.

AIWF was featured in a Financial Times **Special Report** entitled **Education in the Arab World** in a quarter page new style Q&A format, providing a platform to set out the achievements of AIWF supported by its Global Partners, the current situation for women in business in the Arab world and our vision for the future role of Arab women in the MENA region as a whole. 18,000 copies of the Report were published worldwide in the Financial Times on 21 October in addition to being distributed at three education conferences which culminated in the Wise (World Innovation Summit for Education) Group Meeting in Doha on 29 October. AIWF has collaborated with the The Financial Times on four **Special Reports on Women in Business in the Arab World** since 2007.

AIWF is pleased to have joined the UK Network of the UN Global Compact as a Non-business participant to be able to offer knowledge and thought leadership in shaping special initiatives and work streams and ultimately helping to hold business accountable with respect to their commitments to the Global Compact and its ten principles. More details of the implications of this initiative are included later in this Newsletter.

I wish to announce, as AIWF Chairman and on behalf of the AIWF Board of Directors, our sadness at the great loss of Mr Saad Abdul Latif, Chief Executive Officer, PepsiCo,

Asia, Middle East & Africa and valued Board Member, Arab International Women's Forum and the leader of the PepsiCo Benefactor Partnership with AIWF.

We in AIWF shall remember Saad and revere him for his courtesy, kindness and understanding and for his long-standing support, dating from the inception of the Arab International Women's Forum; a tribute to his life is included in this Newsletter.

Saad Abdul Latif was ardently committed to the mission of advancing the role of women in business, the professions and public life in the Arab world and to sharing with AIWF strategic goals for diversity and inclusion. Therefore, the most enduring tribute that AIWF can make to mark the life and work of this remarkable man is to carry on its work of **Building Bridges, Building Business**, supported by its network of valued global partners, 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 lasting contributions to their economies and their communities.

Inspired by the example of Saad, the Arab International Women's Forum, working with Pesico and all our Global Partners, shall enhance our programmes and activities to support a greater role for women in the Arab World in all spheres.

Haifa Al Kaylani

Haifa Fahoum Al Kaylani

Chairman, Arab International Women's Forum

AIWF CHAIRMAN HONoured IN DOHA, QATAR 11 NOVEMBER 2013



Mrs Al Kaylani being presented her award from HE Dr Mohammed Bin Saleh Al Sada, Minister of Energy & Industry, Qatar - Mr Barton Cahir, President, ExxonMobil Qatar Inc. - Qatar; Mrs Haifa Al Kaylani, Chairman, Arab International Women's Forum; HE Dr Mohammed Bin Saleh Al Sada, Minister of Energy & Industry - Qatar; Mrs Aisha Alfardan, Vice Chairwoman, Qatari Businesswomen Association - Qatar; Mr Raed Chehaib, CEO, Interactive Business Network - Qatar; Mr Wael Sawan, Managing Director and Chairman of Qatar Shell Companies - Qatar

The Arab International Women's Forum is proud to announce that Mrs Haifa Fahoum Al Kaylani, Founder Chairman of the Arab International Women's Forum was honoured by the Qatari Businesswomen Association on the occasion of the Fourth Qatar International Businesswomen Forum held in Doha on 11-12 November 2013.

The Award was presented to Mrs Al Kaylani by Mrs Aisha Al Fardan, Vice Chairman, Qatari Businesswomen Association during a ceremony that took place at the close of the Opening Session of the conference on 11 November.

The Qatari Businesswomen Association presented five awards on this special occasion to:

- HE Mrs Datin Seri Rosmah binti Mansor, First lady of Malaysia
- HE Dr Mohammed Bin Saleh Al-Sada, Minister of Energy & Industry Managing Director & Chairman of the Board, Qatar Petroleum
- Professor Sheikha Abdulla al-Misnad, President, Qatar University
- Mrs Haifa Fahoum Al Kaylani, Chairman, Arab International Women's Forum
- Dr Maryam Matar, MD Chairman & Founder UAE Genetic Diseases Association (UAEGDA)

The honour received by Mrs Al Kaylani was in recognition of her voluntary work spanning the last 28 years in supporting a greater role for Arab women in the region and internationally.

Mrs Al Kaylani acknowledges with deep appreciation the special award received from the Qatari Businesswomen Association which has worked tirelessly and successfully for many years in supporting a greater role for women in business in the State of Qatar and in the Arab region.

The Arab International Women's Forum and the Qatari Businesswomen Association look forward to enhanced cooperation in the years to come in creating a more conducive environment for Arab businesswomen to foster greater progress and prosperity across the Arab region.

FROM PARTNERSHIP TO INCLUSIVE GROWTH: WOMEN IN THE ARAB WORLD, GERMANY & THE INTERNATIONAL COMMUNITY

Report of the AIWF Annual Conference held in partnership with Ghorfa, the Arab-German Chamber of Commerce & Industry in Berlin from 23-25 October 2013 under the valued Patronage of His Excellency Mr Klaus Wowereit, Governing Mayor of Berlin and in full collaboration with AIWF's partners at Ghorfa, Arab-German Chamber of Commerce & Industry.



Mr Abdulaziz Al-Mikhlafti, Secretary General, Ghorfa, Arab German Chamber of Commerce and Mrs Haifa Al Kaylani, Chairman, AIWF

In opening this major conference in Berlin on 23rd October, 2013, Mr Olaf Hoffman, Vice President, Ghorfa, Arab-German Chamber of Commerce & Industry welcomed AIWF Chairman, Mrs Haifa Al Kaylani, and commended the collaboration between the Arab International Women's Forum and Ghorfa, Arab-German Chamber of Commerce & Industry.

He expressed his great pleasure at being able to welcome so many internationally successful business women to this inaugural forum who were willing to share their expertise, and he was pleased to note that more than half of participants came from the Arab world.

Mr Hoffman added that the forum would address the challenge of strengthening further the role of women in the labour market not only with theoretical knowledge but also with practical expertise capable of meeting the demands of employers. In particular, ideas would be exchanged on how Germany's Dual Vocational Training System could be implemented in the Arab region.

Giving a historic example to give hope for the future development of female entrepreneurs in Germany and the Arab world, Mr Hoffman stated that until the late 70s, women were, according to the law, not allowed to work without their husband's approval, but this was revoked in the German Constitution in 1977. He reported that, nowadays, the success of the German economy would be absolutely unthinkable without the role of the many successful German business women.

Mr Hoffman closed by emphasising that business cooperation between Germany and the Arab world was primarily based on mutual trust and the interest in long-lasting partnerships and expressed Ghorfa's continued commitment to supporting the exchange between Arab and German business women and men, with the hope of creating many new partnerships and cooperation possibilities in the future.

“Nowadays, the success of the German economy would be absolutely unthinkable without the role of the many successful German business women.”

Responding to the warm welcome from Mr Olaf Hoffman, Vice President, Ghorfa, Arab-German Chamber of Commerce & Industry, Mrs Haifa Al Kaylani, Chairman of the Arab International Women's Forum, spoke of AIWF's pride in holding its Annual Conference in 2013 in Berlin under the valued Patronage of His Excellency Mr Klaus Wowereit, Governing Mayor of Berlin and in full collaboration with AIWF's partners at Ghorfa, Arab-German Chamber of Commerce & Industry.

Mrs Al Kaylani remarked that Ghorfa had been a champion of trade relations between Germany and the Arab world since it was founded in Berlin in 1976, actively promoting and supporting business growth between the Arab and German business communities, representing all Arab Chambers of Commerce and Industry in Germany with a Board that consists equally of German and Arab members.

She added that Ghorfa and AIWF shared the common objective of facilitating strong business cooperation and mutually beneficial alliances between Arab and German business partners in all sectors and industries, in trade, finance and investment and thanked Vice-President Olaf Hoffmann, Secretary General Mr Abdulaziz Al-Mikhlafti, and all their esteemed colleagues at Ghorfa, for their close collaboration and invaluable commitment to making this timely and much-needed conference a success.



Mr Olaf Hoffman, VP Ghorfa Arab German Chamber of Commerce & Industry

In welcoming all distinguished speakers and guests, Mrs Al Kaylani gave a special welcome to HE Professor Dr Ossama bin Abdul Majed Shobokshi, Ambassador of the Kingdom of Saudi Arabia and Ms Cornelia Barbara Yzer, Senator for Economics, Technology and Research, Senate of Berlin.

In her address, in comparing the levels of support available to assist women's economic activity in the Arab world and in Germany, Mrs Al Kaylani paid tribute to the highly diversified support system for female entrepreneurship supported

FROM PARTNERSHIP TO INCLUSIVE GROWTH: WOMEN IN THE ARAB WORLD, GERMANY & THE INTERNATIONAL COMMUNITY



His Excellency Ambassador, Dr. Ossama bin Abdul Majeed Shobokshi, Ambassador of the Kingdom of Saudi Arabia, Doyen of the Arab Diplomatic Corps and Mrs. Haifa Al Kaylani, Chairman, AIWF.

by the German government which has set the specific target of increasing the number of women entrepreneurs by 40%.

She drew attention to a number of excellent initiatives in Germany to promote empowerment, skills building and networking for women leaders, to mention just a few of them:

- **The European Women's Management Development Network**, an international network built by women for women and men in senior management
- **The National Agency for Women Start-ups (BGA)** which discusses the development of a policy for supporting women entrepreneurship in science and technology based on inter-ministerial cooperation involving three different ministries (Education and Research, Family and Women, and Economy and Technology)
- **Power for Female Entrepreneurs**, run by the Federal Ministry for Science and Technology, which supports female start-ups, profiles women entrepreneurs and funds innovative pilot projects
- **The Success Is Female** initiative, promoted by the University of Berlin and Stuttgart, which aims to promote women's business ideas and to provide support to realise it.

Mrs Al Kaylani closed by saying...*"Looking at all of these projects, and the numerous initiatives currently very active in the MENA region, there is unprecedented potential now for fruitful collaboration, especially in the academic sector; merging empowerment programmes run by the best universities in Germany and the Arab world. Similarly, in the private sector – there are a number of leading German corporations that are very active and present in the MENA region, and this presence could be leveraged to provide collaborative training, recruitment and mentorship schemes between women in Germany and women in the Arab markets."*

Summary Points of the Conference:

More women than ever both in Germany and the Arab world are joining the workforce, as many aspire to play a more active role in their societies and economies. Despite these encouraging achievements there is a continuing lack of women leaders. Only few women are holding senior positions in the global markets. Yet there are many initiatives being set up to increase the share of women in leadership positions. The 'Women-on-Board Index (WOB)' published by Fidar (German Initiative 'Women on Board') in 2013 stated that the ratio of women on Boards of Directors increased to 17.2% from 10% in 2010, the proportion of women on Management Boards doubled, increasing from 3% (2011) to 6% (2013).

Given these figures, all speakers agreed that there is still a long way to go and it was discussed how women can explore their full potential, how female leadership can unfold and the level of responsibility of the women business leaders who have made it already to the top.

Having shared the many encouraging examples of the successful yet diverse pathways of women to leadership in Germany and the Arab region, both in the private and public sectors, all speakers agreed that in order to address inequality for a more inclusive society, there is a need for a more holistic approach that includes the following recommendations:

- **Family support:** This factor still reigns supreme in the Arab region where the family is the backbone of society; it is within this framework that a career is pursued and fostered.
- **Creating awareness, changing attitudes:** Providing a positive image of women leaders and their indispensable value and impact on societies and economies at large.
- **Role models/Mentorship:** Encouraging women to find their own way given that relatively few women are visible in senior corporate roles both in Germany and the Arab world.



HE Assia Bensalah Alaoui, Ambassador at Large of His Majesty Mohammed VI King of Morocco, HE Cornelia Yzer, Senator for Economics, Technology & Research and Mrs. Haifa Al Kaylani, Chairman, AIWF

FROM PARTNERSHIP TO INCLUSIVE GROWTH: WOMEN IN THE ARAB WORLD, GERMANY & THE INTERNATIONAL COMMUNITY



Mrs Haifa Al Kaylani, Chairman, AIWF and Mr Olaf Hoffman, VP Ghorfa Arab German Chamber of Commerce & Industry

- **Education:** Providing education that better prepares the young generation to meet the demands of a global economy and to enter the labour market.
- **Further education and training:** Capacity-building, enhancing leadership skills, providing tools for life-long learning that enable women to build on their knowledge and skills.
- **Corporate company culture:** Supporting gender diversity by providing appropriate management structures, such as flexible working hours, home office, nursery; a systematic career development for women, putting women on leadership tracks, mentoring by seniors, network and exchange of best practice strategies and business experience, further training and incorporating a positive gender diversity 'spirit' within the company.
- **Networking:** Connecting high-level change agents in order to share best practice and knowledge, to produce concrete outcomes and to recommend it to policy makers, academics and business leaders.
- **Legal framework:** To continue to encourage government and political parties to create and implement laws which support women.



Dr Astrid Ohl-Löff, Head of Quality Dept & Education Management, Ludwigsburg University of Education, HE Assia Bensalah Alaoui, Ambassador at Large of His Majesty Mohammed VI King of Morocco, Ms Cornelia Frettlow, Senior Advisor, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Birgit Thomann, Head of Department Internationalisation of VET/Knowledge Management, Federal Institute for Vocational Education and Training (BIBB)

From the many presentations, discussions and statements it became clear that gender equality is not a matter of political correctness but a strategic necessity in finding sustainable answers to the many global challenges that lie ahead, such as a fast growing, young population, globalisation and the need to diversify economies. These new global economic challenges are reshaping leadership profiles and this plays into the hands of women leaders as the McKinsey Report *Female Leadership: A competitive Edge for the Future* (2008) clearly pointed out. According to the McKinsey report these leadership profiles are more frequently applied by women in management teams, such as participative decision-making, role model inspiration,



Mrs Haifa Al Kaylani with delegates from the Ras Al Khaimah Chamber of Commerce & Industry, UAE

expectations and rewards for people development. Smart gender diversity management is key to enhancing corporate performance and to meeting tomorrow's business challenges. Hence, promoting gender diversity and leadership variety is of strategic importance for companies.

Sharing invaluable knowledge, best practice strategies and business experience of women business leaders on a global scale is a decisive factor in paving the way for the young generation of highly skilled, highly motivated and interconnected women. These women who transform the brain drain into brain



Dr Afnan Al Shuaiby, Secretary General & CEO, ABCC, Mrs Mona Almoayyed, Managing Director, YK Almoayyed & Sons, Ms Regine Sixt, Senior VP, Sixt SE, Mrs Haifa Al Kaylani, Chairman, AIWF, Dr Gabi Kratochwil, Managing Director, Cross Cultures, Ms Alia Al Rifai, CFO, Siemens LLC (UAE), Ms Souad Benkredda, Global Markets, Deutsche Bank (Dubai)

FROM PARTNERSHIP TO INCLUSIVE GROWTH CONTINUED



*Mr Joerg Drescher, Head of Communications Energy ME & UAE, Siemens
with Mrs Raghdha Kurdi and Conference Delegates*

gain by offering their skills not only on a global scale but very often to their local markets. This ongoing dialogue will encourage and help the many women who are not in the spotlight to play an active role in their societies and economies and to assume leadership positions. All these women can influence positive change in Germany, the Arab world and beyond.

The conference included a high level Reception on the evening of the first day of the conference hosted by Deutsche Bank at its Headquarters in Berlin as well as an official Gala Dinner held in the evening following the close of the conference on the second day in honour of the AIWF Board, Guest Speakers and Guests including Arab and German officials and Ambassadors.

The Business Programme included a special visit to the German Parliament (Deutscher Bundestag) on Thursday 24 October and also a visit to Babelsberg Filmpark at Mediacity Babelsberg, known as the European Media Centre, on Friday 25 October. In addition, we were really privileged to have the opportunity to have a comprehensive tour of Siemens Gas Turbine Manufacturing plant in Berlin accompanied by a presentation on the Company's management and products.

Following this tour, distinguished AIWF members and guests were hosted by senior Siemens Officials at a formal business lunch.



*Delegates from the Arab German Women's Forum
visiting the Siemens Gas Turbine Factory in Berlin.*

AIWF CHAIRMAN, HAIFA FAHOUM AL KAYLANI, ADDRESSES BBSA ASSOCIATES' MIDDLE EAST NETWORKING DINNER AT THE ARAB BRITISH CHAMBER OF COMMERCE IN LONDON

BBSA Associates' Middle East Networking Dinner at the Arab British Chamber of Commerce in London was one of the many events attended this year by AIWF to discuss the challenges and opportunities faced by the emergence of Arab women in business both in the MENA region and in the UK.

The 26th of September event was held at the Arab British Chamber of Commerce in London and was attended by elite SME businessmen and entrepreneurs, as well as by executives and decision-makers from large companies.

The occasion started with registration and networking amongst the attendees, where they had opportunities to meet people from the same industries to interact with and develop business relationships. The event was then followed by the warm welcome of Anna Stella, owner of BBSA Associates Marketing, who explained to participants the importance of addressing the challenges of Arab women entrepreneurs for those UK and European companies that do business with Arab countries. The introductory speech given by Mrs Anna Stella was then followed by the presentation of the evening's Eminent Speaker – Mrs Haifa Al Kaylani, Founder Chairman of AIWF. Mrs Al Kaylani discussed her views on what is next for the MENA countries and how Arab women and young entrepreneurs will determine the shape of the next few years to come.

The evening ended with a dinner and drinks reception and exchanges of ideas and visions of guests. Participants were impressed by the words of Mrs Al Kaylani and welcomed her speech, as it gave them a chance to develop a better understanding of the underlying issues of Arab Countries, cross-cultural challenges, pitfalls and solutions.

Anna Stella
Marketing Expert, Owner, BBSA Associates Marketing

REPORT OF AIWF GET-TOGETHER HELD AT THE SHELL CENTRE IN LONDON ON 30 OCTOBER 2013



Mrs Haifa Al Kaylani, Chairman AIWF addressing guests at the Get Together

AIWF Members, Partners and key contacts came together again at a Reception hosted by AIWF valued and long-standing Global Partner, Shell at their London Offices on Wednesday 30 October, 2013. Ms Sana Bardawil, Director of Communications MENA & Senior Business Communications Manager, Upstream International, Royal Dutch Shell and AIWF Board Member, welcomed guests to the Shell Centre.



Ms Mei Sim Lai, AIWF Board Member, Ms Antra Sehgal, Regional Head Human Resources, Central & Eastern Europe, MEA, Al Futtaim Willis Co LLC, Mrs Haifa Al Kaylani, Chairman, AIWF

Mrs Haifa Al Kaylani, Founder Chairman AIWF, thanked Ms Bardawil and Shell for their warm welcome and kind hospitality on this occasion and expressed her deep appreciation of the long-standing and special cooperation that AIWF had enjoyed with Shell over more than a decade on issues of mutual interest. She also updated those present with information on the busy AIWF programme of activities throughout 2013.



Mrs Louise Gilks, Mr Fabrizio Nicolosi, Ms Mona Hamade



Members of the AIWF Board: Mrs Sylvia Perry, Ms Mei Sim Lai, Mr Robert Lyle, Ms Sana Bardawil, Director of Communications MENA & Senior Business Communications Manager, Upstream International, Royal Dutch Shell, Ms Ibtehaj Al Ahmadani, Mrs Haifa Al Kaylani

This was a highly successful event attended by close to 100 guests and afforded AIWF members the opportunity of networking with distinguished guests representing all sectors of business in the Capital.



Lady Judy Moody Stuart, Board Member, Asian University for Women Support Foundation with AIWF Guests



Mr David Grace, Partner, PWC and Ms Jamila Saidi, Senior Marketing Manager, Lloyds TSB Private Banking

“ON THE ROAD TO DEMOCRACY? THE ARAB REVOLUTION AND ITS WOMEN” SEPTEMBER 19, 2013



Mr Rüdiger Lentz, Executive Director, The Aspen Institute Germany & Chairman of the Management Board, Mrs Haifa Al Kaylani, Chairman, AIWF & Mr Peter Lange, Editor-in-Chief, Deutschlandradio Kultur.

Haifa Al Kaylani, Chairman of the Arab International Women's Forum, in Conversation with Peter Lange, Editor-in-Chief of Deutschlandradio Kultur

The Aspen Institute Germany and Deutschlandradio Kultur invited Mrs Haifa Al Kaylani to speak to a select group of forty guests at the China Club, Berlin on 19 September.

After a short keynote speech by Mrs Al Kaylani, Peter Lange, Editor-in-Chief of Deutschlandradio Kultur, interviewed Mrs Al Kaylani on the role of women in the Arab Revolution:

When the Arab Spring started two years ago, it gave hope to the people in the Arab and western world for more democracy in the region. Yet, in Germany, people picture the Arab Spring more and more as an **Arab Autumn** since the situation remains unstable in many parts of the Arab world.

Mrs Al Kaylani expressed her awareness of these challenges and stated that progress is fundamentally bound to education, especially for women. During the last twenty years, Arab women had witnessed a considerable increase in emancipation, mainly through a better chance of a good education. Consequently, this has resulted now in women taking up leading positions within the government and the private sector.

In contrast to the general western opinion, that Islam constitutes an obstacle to Arab women's emancipation, Mrs Al Kaylani stressed that Islam generally supported Arab women and made them stronger in many ways. Basically, Islam should be understood as an equal opportunities religion. Nevertheless, Mrs Kaylani admitted that there was still inequality between men and women and that there was still a need to improve the status of Arab women. The process of globalisation, strengthening the private sector, and unifying women sharing the same goal are some of the ways of boosting further emancipation of Arab women.

According to Mrs Al Kaylani, the future of the Arab world depends on whether the other 50% of society, namely the female part, will become fully integrated.

After the interview, distinguished guests were given the opportunity to ask some direct questions and the conversation with Mrs Al Kaylani then continued in a more informal reception.

Koen Wellink & Lena Kiesewetter
The Aspen Institute, Germany

FIONA WOOLF CBE, 686TH LORD MAY OF THE CITY OF LONDON

As Chairman of the Arab International Women's Forum, I am proud to share with AIWF members, Partners and friends that Ms Fiona Woolf is now Mayor of London 2013-2014, only the second woman to achieve this position.

Having studied Law at Keele University and earned a Diploma in Comparative Law from the University of Strasbourg, Fiona Woolf qualified as a solicitor in 1973 and worked in the corporate and banking fields at Clifford Chance, becoming a partner in CMS Cameron McKenna in 1981.

Ms Woolf was awarded a Senior Fellowship at Harvard University in 2001/2 and has been awarded honorary doctorates by Keele University and the College of Law and is an Honorary Bencher of Middle Temple.

Fiona Woolf led the legal team that delivered the restructuring and privatisation of the National Grid. She has worked in more than 40 countries on regulation, infrastructure projects and market implementation, particularly in the electricity sector.

Most recently, she worked with the World Bank on regional transmission line projects to enable post-conflict countries, such as Liberia and Sierra Leone, to import electricity and is a Past President of the Law Society of England and Wales. Fiona Woolf was awarded the CBE in 2002 for her contribution to the UK knowledge economy and invisible earnings.

Speaking after her election, Lord Mayor Elect Woolf said:

"Despite all the difficulties, the UK financial, business and professional services sectors continue to play a crucial role in driving jobs and growth in the UK and right across the world. The City makes an important contribution in exporting global expertise and attracting internationally mobile business to the UK by creating mutually beneficial relationships across the world....."

Fiona Woolf believes that one of the many reasons that the City has prospered over the centuries is its ability to adapt and plan for the future. This expertise and experience is in growing demand as countries around the globe are confronted with fast growing urban populations in resource-constrained circumstances. She added, *"...As a truly global city, London is uniquely placed to help deliver the infrastructure and financing needed to rise to the challenge of sustainable."*

It is normal for a Lord Mayor to spend three months a year leading City business delegations overseas and also meeting leading overseas politicians and business leaders visiting London's financial community.

Both personally and as Chairman of the Arab International Women's Forum, I had the great honour of joining Ms Woolf's Diversity Advisory Panel to prepare for her contribution during her tenure for greater cultural and greater diversity in London.

I take this opportunity to extend my best wishes to the Lord Mayor for a successful year ahead and AIWF looks forward to returning to the Mansion House in October 2014 under the theme **'Building Bridges Building Business between the City of London, the Arab World and International Community'**.

Haifa Fahoum Al Kaylani
Founder Chairman, AIWF

CURRENT DEVELOPMENTS IN THE ARAB WORLD

Haifa Fahoum Al Kaylani's Valuable Contribution to the Zeit-Stiftung Ebelin und Gerd Bucerius Summer School on Global Governance on 20 August 2013 in Hamburg.



60 young leaders at the 13th Bucerius Summer School on Global Governance in Hamburg.

Mrs Haifa Fahoum Al Kaylani, Founder Chairman of the Arab International Women's Forum, participated as a speaker in a panel discussion on **Current Issues in the Arab World** and chaired the workshop *Women as Drivers for Change* on the occasion of the **13th Bucerius Summer School on Global Governance** in Hamburg. The Bucerius Summer School of the ZEIT-Stiftung is an annual two-week seminar for 60 young leaders between 28 and 35 – diplomats, managers, politicians, journalists, social activists and scholars from all around the world. The aim is to involve promising women and men in discussions on current political, economic and societal questions with high-ranking experts to establish sustainable international relationships. Under the title **From Arab Spring to Arab Fall**, one day of the Summer School was dedicated to the ongoing transformation in the Arab world. The panel discussion with Haifa Fahoum Al Kaylani, Lotte Leicht, EU Director, Human Rights Watch in Brussels and Ashraf Swelam, Senior Advisor to the Chairman of the Egyptian National Competitiveness Council in Cairo addressed social, economic, and gender issues in the Arab world, as well as current developments in the Arab region.

Mrs Al Kaylani shared with the audience the findings and recommendations of the Arab International Women's Forum (AIFW). She pointed out that today's Arab World is characterised by the absence of inclusive economic opportunities for its citizens, a high rate of youth unemployment (with around 28 per cent, the highest rate in the world), and a grim macroeconomic outlook with growth slowing down, rising fiscal deficits and debts, and inflation in several countries. Furthermore, she stated that the Arab Spring has not led to religious freedom in the MENA region as hoped; on the contrary the number of countries with sectarian or communal violence between religious groups has doubled. Plus, a weakening of the state and its constitutional structures is significant for many countries in the Arab World.

Concerning the situation of Arab women, Mrs Al Kaylani made clear that although Arab women played a key role in the Arab revolution, *"now there appears to be a backlash against the progress that was being made towards gender equality in the region. Women who took significant risks to fight for and shape a new and better Arab future were told immediately afterwards 'Now is not the time for women rights'."* This is especially obvious in the elections that followed in each of the Arab Spring countries where female candidates were marginalised, if not ignored. In this

context, Mrs Al Kaylani stressed that a *"fair representation in newly formed parliaments is the most legitimate pathway to safeguarding the rights, the liberty and the future of women and youth in the Arab region."* According to Mrs Al Kaylani, there are however some recognisable signs of progress upon which we should build; such as in Algeria with more than 30 per cent, and Tunisia with 23 per cent of women holding parliamentary seats, as well as Saudi Arabia where, this year, 30 women were appointed to the Saudi Consultative Council.

Mrs Al Kaylani disclosed ways of dealing with current challenges and stabilising the MENA region. First, reform and investment in education has to be renewed. Furthermore, initiatives should focus on sustainable development through job creation, promoting gender equality, and improving the business environment with a strong middle class. Third, public private partnerships could benefit women and youth and create a dynamic private sector. Finally, she stressed the need to secure a greater role for women in civil society and public life. She concluded by saying that *"this is a critical time for the Arab World, a time of great challenges, and yet many opportunities, now more than ever, equality of gender and economic opportunity for all Arab citizens are key to successful, inclusive and sustainable development in the MENA region [...] The Arab International Women's Forum is proud and honoured to make a contribution towards a better future in the region, a future marked by peace, progress and stability, that the people of the region need and truly deserve to have"*.

During the workshop **Women as Drivers for Change**, Mrs Al Kaylani worked out further challenges and recommendations to improve the situation of Arab Women together with the Summer School participants. In a highly inspiring and fruitful working atmosphere, the participants came to promising solution proposals to guarantee the participation of women in different sectors of society, such as the implementation of a women's quota in parliaments, a fixed percentage of female workforce in companies in the private sector, and campaigns from civil society, governments and the media to strengthen the self-confidence of women.

Sascha Suhrke

*Program Director Governance
ZEIT-Stiftung Ebelin und Gerd Bucerius*

AIWF WELCOMES NEW GLOBAL PLATINUM PARTNER

We are delighted to welcome Willis as our new Global Platinum Partner and extend our deep appreciation of their support of our aims and objectives.

The corporate profile of Willis Group Holdings plc is as follows:

Willis Group Holdings plc is a leading global risk advisor, insurance and reinsurance broker. With roots dating to 1828, Willis operates today on every continent with more than 17,000 employees in over 400 offices. Willis offers its clients superior expertise, teamwork, innovation and market-leading products and professional services in risk management and transfer. Our experts rank among the world's leading authorities on analytics, modelling and mitigation strategies at the intersection of global commerce and extreme events. Find more information at our website, www.willis.com, our leadership journal, Resilience, or our up-to-the-minute blog on breaking news, WillisWire. Across geographies, industries and specialisms, Willis provides its local and multinational clients with resilience for a risky world.

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

AIWF Global Corporate Benefactor Partner



AIWF Global Platinum Partners



AIWF Global Diamond Partners



AIWF Institutional Partners



AIWF Global Communications Partner



TRIBUTE TO MR SAAD ABDUL LATIF

It is with deep sadness that we pay tribute in this AIWF Newsletter to Mr Saad Abdul Latif, Chief Executive Officer, PepsiCo, Asia, Middle East and Africa, Board Member, Arab International Women's Forum and Leader of the Benefactor Partnership with AIWF, whose untimely death has left us all bereft.

In his thirty year career with PepsiCo, Saad held a number of international roles, culminating in his appointment as the Chief Executive Officer, PepsiCo, Asia, Middle East and Africa since 2009, in which senior management team position he headed up a business responsibility for more than 90 countries in almost three-quarters of the world's population. In tandem with his business acumen and success in the food and beverage industry and his commitment to PepsiCo's socially responsible initiatives, Mr Abdul Latif was an outstanding humanitarian, providing support for programmes combating world hunger, education, diversity, youth and women's entrepreneurship.

Saad was a well-respected and much loved person in all the spheres in which he was involved and his loss leaves a tremendous gap. We in AIWF shall remember and revere him for his courtesy, kindness and understanding and for his long-standing support, dating from the inception of the Arab International Women's Forum, and his commitment to the mission of advancing the role of women in business, the professions and public life in the Arab world and to sharing with us strategic goals for diversity and inclusion.

Saad's natural energy and enthusiasm helped him through a tumultuous life, the early death of his father and living in countries in the region such as Lebanon and East Jerusalem, where fighting and occupation provided barriers. He was determined to progress in life and be successful so as to be in a position to help others, particularly to provide empowerment through education.

Among others who benefited from his open minded and caring nature and the PepsiCo support were the Tomooh Education Programme sponsoring university-level scholarships in Lebanon and Jordan, Food for Education in Egypt and partnership with the UN World Food Programme, combating hunger and reducing school drop-out rates.

This background and his experience of working in harmony with AIWF led Saad to make an exclusive agreement for PepsiCo to become the AIWF Benefactor in an elevated partnership reaffirming and advancing his personal and PepsiCo's long-standing commitment to women and building their power in the Arab world.

I have been privileged to know Saad Abdul-Latif from the very early part of our lives and count him as a very special friend and adviser for so many years so this is almost losing a member of family as well as a tower of strength from our closely-knit AIWF Board.

We extend our prayers to the Lord Almighty to rest Saad's soul in eternal peace and lend his dear family the comfort and support that they need at this very sad time.

Haifa Fahoum Al Kaylani

Founder Chairman

Arab International Women's Forum

NEW APPOINTMENTS TO THE AIWF BOARD

As Chairman and on behalf of the Board of Directors of the Arab International Women's Forum, I am delighted to welcome two valued and distinguished new members of the AIWF Board:

Rania Rizk

**Vice President & Chief Legal Counsel,
PepsiCo, Middle East & Africa**

Rania Rizk is Vice President & Chief Legal Counsel for PepsiCo's Middle East Africa (MEA) Region. In this role, Ms Rizk is responsible for all legal aspects of PepsiCo's vast portfolio of food and beverage businesses across the MEA Region. She was appointed to this role in 2009. From 2005 to 2008, Ms Rizk was head of legal for PepsiCo's GCC and North Africa Business Units. Personally committed to functional excellence and the role of legal as business partner, Ms Rizk leads a strong and talented team of lawyers and paralegals based in five countries across the region.

A passionate champion of Diversity & Inclusion, Ms Rizk has played an active leadership role in furthering PepsiCo's D&I agenda within the region. She has been a driving force behind the Region's female talent development initiatives, leading the Work Life Balance (WLB) task force in 2006 and 2007 and representing the Asia, Middle East & Africa (AMEA) Sector on the PepsiCo International Women's Council in 2008. In addition, Ms Rizk is a member of the Arab International Women's Forum (AIWF) and the steward of PepsiCo's partnership with AIWF.

Prior to joining PepsiCo, Ms Rizk was in private practice in the US and Egypt from 1996 to 2001. She headed Legal Services for Andersen and Ernst & Young in the Middle East from 2001-2005, and was a Visiting Lecturer at Cairo University Faculty of Law from 2003-2005.

Ms Rizk is a member of the Dubai Businesswomen's Council and a Board Member of the American Business Council of Dubai. She holds a Juris Doctor (JD) degree with specialization in International Business Transactions from Georges Mason University School of Law (1996) and a Bachelor of Arts (BA) degree in International Relations from Boston University. She lives in Dubai with her husband, Mohamed Sbay, and their two children Sherine (17) and Omar (16).

Mrs Ibtehaj Mohammed Ahmed Al-Ahmadani

Chairperson & Founder Al Ahmadani Center (Health Services & Awareness), Executive Board Member, Qatar Chamber of Commerce & Industry (Qatar)

Ibtehaj Mohammed Ahmed Al Ahmadani is the Founder and Chairperson of Al Ahmadani Centre (Health Services and Awareness). In addition, she is a Board Member of the Qatar Chamber of Commerce & Industry, the Al Ahmadani Group for General Trading & Construction and the National Health Insurance Company.

Mrs Al Ahmadani was the Secretary General of the Qatari Business Women Forum from 2000 to 2006. Her area of expertise lies within the field of Manpower Planning and Development in the State of Qatar. In 2013, Ibtehaj Al Ahmadani was voted the most influential women in family businesses by Forbes Middle East.

Mrs Al Ahmadani holds a Master's Degree in Business Administration from the University of Doha, Qatar as well as a Bachelor's Degree in Business Studies from the New Hampshire College of Manchester, USA.

Ms Ibtehaj Ahmed Al-Ahmadani is married and has four children.

AIWF JOINS UK NETWORK OF THE UN GLOBAL COMPACT

'The Global Compact asks companies to embrace universal principles and to partner with the United Nations. It has grown to become a critical platform for the UN to engage effectively with enlightened global business.'

– UN Secretary-General Ban Ki-moon

On 31 January this year, AIWF Founder Chairman, Mrs Haifa Al Kaylani met with Mr Stephen Kenzie, Programme Director, Secretariat for the UK Network of the UN Global Compact and International Business Leaders Forum to discuss matters of mutual concern as well as to learn about benefits for AIWF to become a member of the UN Global Compact; the UN Global Compact is a platform for business and non-business entities to proactively network and engage in areas of human rights, labour, environment, anti-corruption and contributing to UN goals in order to achieve the common objectives of building a sustainable and inclusive global economy. With more than 10,000 participants spread across 145 countries, the Global Compact is constantly expanding its reach and enhancing opportunities for engagement. AIWF is pleased to have joined this valuable initiative as a **Non-Business Participant** and will accordingly offer knowledge and thought leadership in shaping special initiatives and work streams; developing tools and research; setting international labour standards; furthering partnership projects; and helping to hold business accountable with respect to their commitments to the Global Compact and its ten principles:

The Ten Principles

The UN Global Compact's ten principles in the areas of human rights, labour, the environment and anti-corruption enjoy universal consensus and are derived from:

- The Universal Declaration of Human Rights
- The International Labour Organization's Declaration on Fundamental Principles and Rights at Work
- The Rio Declaration on Environment and Development
- The United Nations Convention Against Corruption

The UN Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment and anti-corruption.

NEWS FROM AIWF MEMBERS

From Banking to Art

As Deputy Manager & Head of *Syndications & Forfeiting* at Tunis International Bank, I believe that women are still marginalised and investment in knowledge and education empowers women and offers them the opportunity to boost their careers and improve their economic status. This is why I have been involved for the last two years in distance learning with the University of Wales and I have recently received my Post Graduate Certificate of Advanced Management for Bankers.

I also believe that art empowers women and I have tried to maintain my passion for painting through which I can realise my dreams and access a magical world that I could draw and colour without any barriers.

Beside the painting, my other passion is jewellery design. I have developed an interest in Arabic calligraphy because I found in Arab letters and their curved shapes the secret of design. I have created my first unique piece and everyone encouraged me to do more. As a result, I did not hesitate to launch my first collection of “Dina Jewellery” which encompasses a series of silver handmade jewellery inspired by Arabic calligraphy.

I now fear that my passion could lead to my banking interests taking a back seat.

The Status of Tunisian Women after the Revolution

I remain optimistic for the future of Tunisian women.

Everyone knows what positions Tunisian women have gained since independence compared to their peers in the Arab world, thanks to the ability of those educated and emancipated women who have fought for decades to create a democracy that preserves and promotes their civil rights.

However, we cannot ignore the reduction in the status of women after the revolution has subsided; violence against women is increasing, against a backdrop of real efforts to reduce women's rights, diminish their positive role and marginalise them.

The good news is that Tunisia's civil society is very powerful nowadays. Peaceful activists are focusing all their efforts on not allowing the status of women in society to be diminished because what our grandmothers have achieved since independence could not easily be revoked.

Despite the current lack of commitment to protect women, preserve their rights and solve current problems, I personally remain optimistic about the future of Tunisian women.

Wassila Ben Amor

*Deputy Manager & Head of Syndications & Forfeiting at
Tunis International Bank & AIWF Member*

Pursuing the Empowerment of Women and Youth in a Volatile World

It is a great pleasure to be able to contribute to this issue of the AIWF Newsletter. As a member for almost 10 years, I am committed to AIWF's success and the pursuit of women and youth empowerment in our volatile world.

We are called upon to support our nations, whilst safeguarding the present and future of our families and children through unpredictability, divisions and violence. We are constantly tested on the strength of our values, our resilience, perseverance and creative thinking.

The facts that define reality in our region are well known:

- 50 million new jobs must be created from now to 2020 just to retain current unemployment figures, which is also dependent on our economies growing at 7.6% per annum, twice the current rate
- 25% of MENA population under the age of 26 is unemployed
- SMEs represent 90% of all enterprises and 70-80% of the workforce, yet only 8% of all SME loans are being distributed in MENA.

It is my belief that our work must focus on building consensus and action with regulators, business leaders and society; on finding practical ways to fund and encourage entrepreneurs, specifically SMEs, in particular sectors of the economy and tailored to the potential of each of our economies, in ways that provide mobility and cross-regional opportunity. In order to achieve this, we should consider broadening our pool of partners in policy, investors and the business community and in particular, assessing the role of new initiatives in financing traditional and non-traditional sectors that empower women and create jobs.

My work at FTI Consulting – working closely with our Chairman EMEA Lord Mark Malloch-Brown – and a team of experts on regulation, risk, capital markets, economics, finance, stakeholder engagement and dispute resolution – focuses on bridging investment and development in frontier and developed markets, by understanding stakeholders' priorities, assessing risks and leveraging opportunities; but doing so in practical, actionable and measurable ways that ensure equity for citizens, governments and business. Due to the fact that, in a world ridden by economic and social disparity, no venture, be it political or financial, can be sustainable any longer without an equitable sharing of wealth and opportunity, our clients are governments, investors and corporations who aim to develop a new paradigm of leadership steering through crisis and volatility but one defined by sustainable investments and shared value.

I am pleased to have had the opportunity to share my thoughts and beliefs with AIWF Members.

Cleopatra Kitt

Senior Managing Director, FTI Consulting & AIWF Member

Emiratisation Initiatives in the UAE Labour Market

In the spring of 2012, at the kind invitation of Mrs Haifa Fahoum Al Kaylani, I had the good fortune to attend AIWF's conference in Sharjah, UAE entitled Emerging Economies, ***Emergency Leaderships: Arab Women and Youth as Drivers of Change***. I attended in my capacity as a PhD student representing the University of Cambridge Centre for Gender Studies. It was inspiring to meet the young women leaders, discuss their career aspirations and discover their leadership potential and contribution to their community.

My PhD research explores the recent 'Emiratisation' initiatives aimed at increasing female citizens' economic activity within the UAE labour market. In my work, I attempt to develop and to better understand the changes in UAE labour market dynamics. In particular, I focus on how women are increasingly being seen as a vital human capital resource and as active agents of social change. I have found that their participation in the workforce, job sector preference and a more cohesive nationalisation policy are critical factors in the success of the United Arab Emirates' future economic diversification.

In 2011, I was invited to the American University of Sharjah as a visiting scholar whilst conducting my fieldwork in the UAE. As an AIWF member, I was able to connect with Dr Sulaiman Al Jassim, Vice President of Zayed University in Abu Dhabi and I had the opportunity of meeting aspiring young Emirati leaders.

My doctoral research involved interviews with university graduates, bank employees and policy makers across the UAE. In that respect, AIWF and Mrs Haifa Fahoum Al Kaylani were instrumental in facilitating my field research across the UAE. I have had the pleasure of working with men and women to enhance their contribution as the future leaders of their country. I was fortunate to be invited to speak on my research at the Cambridge in Sharjah Symposium entitled ***Perspectives on Middle Eastern Studies*** (jointly organised by the University of Cambridge and the American University of Sharjah) in March of this year.

I am thankful to AIWF, Mrs Haifa Fahoum Al Kaylani and all the young women and men that I have had the pleasure of working with. As I reach the final stages of my doctoral project, I hope my research contributes to the creation of more business roles for women. My future aim is to combine my theoretical knowledge on the topic and develop diversity policies which are instrumental in tackling the challenges women face in the labour market.

Mona Hamade

*PhD Student, University of Cambridge
Centre for Gender Studies*

Women in Saudi Arabia: Roles and Reforms

Earlier this year I completed a PhD degree at the University of Oxford. My thesis focused on the role of Saudi women as repositories of valued religious knowledge and how religious discourse mobilises women and influences their behaviour. The main reason was, using the anthropologist Layla Abu-

Lughod's words, to 'intervene in the perception' of Saudi women. I wanted to explore the rise of particular women to positions of religious authority and to recognise their contribution to Saudi culture beyond their role as conduits of the ideologies of male religious figures.

The study of women's roles in the highly prevalent religious sphere was part of my wider interest in the evolving state and status of Saudi women as drivers of social change. There have been gradual institutional reforms taking place in Saudi Arabia that have significantly influenced the status of women. In the social sphere, women's influence has increased as social controls over expressions of piety have been mildly relaxed and, therefore, the range of women's mobility has widened. In addition, the Saudi government's adherence to gradual reform has curtailed the enforcement of conformity to strict religious interpretations, thus relieving some of the institutionalised restrictions that have constrained women in the past. For example, in November 2006, article 160, which banned women from 'mixing with men' (*ikhtilat*) in the workforce, was removed from the 1969 Labour Codes, thus allowing women to share workspaces with men. Furthermore, old labour codes restricting women's career options have been revised to allow women more career opportunities. In 2010 women started to work as cashiers in supermarkets. Earlier this month, Bayan al-Zahrani, among three other women, became the first fully licensed Saudi female lawyer to be granted the right to appear in court. Moreover, in recent years, women have become members of the Consultative Council (*Majlis al-Shura*), diplomats, and deputy ministers.

The role of women in Saudi society has also been influenced by the transformative changes in the Arab world in 2011. In April 2011, Saudi women initiated campaigns on Facebook and Twitter called *Baladi* (My Country) and The Saudi Women's Revolution to proclaim their right to vote in municipal elections. As a result, King Abdullah announced in September 2011 that women would be allowed to vote and to run in municipal elections and for appointment as members of Consultative Council. Saudi women, moreover, have been campaigning enthusiastically for their right to drive. Following their first demonstration in 1990, women petitioned in 2007 and 2008 (and continue to petition today) for their right to drive, and in June of 2011, Saudi women established a media-based campaign entitled Women2Drive that has attracted thousands of followers. On their website, the campaigners state, 'We are not here to break the law or demonstrate or challenge the authorities, we are here to claim one of our simplest rights.' In this way, Saudi women are taking advantage of social networking websites as platforms to engage in public debate about their state and status, and they are utilising the language of religion as a platform of legitimacy. On the other hand, female activists such as Wajihah al-Huwaydir, and women's networks such as Saudi Women's Rights use secular notions in their call for women's rights. As key actors in social change, Saudi women are utilising both religious and secular discourse to empower themselves and communicate their needs.

Reem Alsaud

MSc (Oxon), PhD (Oxon)

AIWF NEW OFFICE ADDRESS

We would like to take this opportunity to remind members and friends that we have moved offices in London and our new address is as follows:

Berkeley Square House
Berkeley Square, London W1J 6BD
United Kingdom

Tel: +44 20 7887 7630 Fax: +44 20 7887 6001
info@aiwfonline.com www.aiwfonline.com

The World of Carpets and Textiles

I am delighted to have this opportunity of contributing to the AIWF Newsletter.

My name is Nivine Maktabi, I was born in Lebanon, of Iranian origin, and brought up in London. My family has worked in the world of carpets and textiles for 3 generations, since 1926.

Retaining my family's tradition of specialising in hand-woven and finely crafted vintage and contemporary rugs and textiles, my brand *Oumnia*, meaning *Wish* in Arabic, was created in 2006 when I opened a boutique in Beirut's Saifi Village.

Living in London, I came to admire and appreciate carpets as an art that has a history and value while attending the course on the history of carpets and textiles at Sotheby's Institute and also while visiting all the museums in London and attending major carpet auctions. The significance of these handmade works of art was a real learning experience for me.

Having lost my father at an early age, I became self-reliant as a teenager and determined to improve myself by education and travel as much as possible in order to achieve something in life as an adult.

In 1998, after graduating from my first degree from the London School of Economics and while I was working in my late father's shop, I became aware of the lack of new ideas in the carpet industry and also the absence of women working in this type of business. Customers and suppliers were astonished to see a young female in a carpet shop or even in a bazaar in Iran. I took up the challenge and imposed myself on this male-dominated circle. I was determined to continue with my father's work, perpetuating his heritage and passion for carpets.

After some work experience, I decided to take my Master's degree in Social Policy at LSE and write my dissertation on women in the labour force in pre- and post-war Lebanon.

Fortunate enough to be able to interview a number of well-known women MPs, head of NGOs, scholars, female public figures, among others, to write my paper, I learned a

great deal and became aware of the many obstacles women in Lebanon faced during and after the civil war.

Today, I am familiar with gender issues and women's empowerment, as I have worked in both the Hariri Foundation and UN-ESCWA, promoting and working with gender related projects. I also regularly attend conferences on women and take part in talks on women's entrepreneurship. In my business today, I make sure that I work with women artisans to produce some of my designs.

After working at the Hariri Foundation and ESCWA UN in the Centre for Women, I still possessed my passion for carpets. In 2006, I established my concept store *Oumnia* by Nivine Maktabi, meaning *wish* in Arabic, in Saifi Village, where I introduced a new carpet and kelim culture with a designer touch to match and suit modern interiors.

Today there is always an oriental touch or theme in my designs because our culture is very rich, especially in its calligraphy font; I love the movement of each letter and the punctuation and see each alphabet as a work of art in itself.

Oumnia now has an identity in terms of design and represents a new approach to carpet making. I use designs such as calligraphy, bilingual typography, numbers, graffiti... reviving our Arabic/Oriental culture in a modern way, in terms of patterns, colours and function i.e.: on decorative rugs, wall-hangings and scarves. I also use designs that have symbols of life and fertility, like pomegranates. New contemporary and fun designs and themes like a heart shape, butterflies in flight and chocolate truffles are also popular.

I have the opportunity of exhibiting my work in many cities such as London, Bahrain, Doha, Dubai, Amman, Riyadh and Jeddah and of lecturing on the development of the carpet industry.

Last but not least, being a female in a male-dominated business, in a patriarchal state and in a country with constant political and economic instability is very challenging, and makes me determined to progress, to have hope, to be more productive and never to give up. www.oumniaboutique.com

Nivine Maktabi
Oumnia Boutique

HOW TO JOIN AIWF

For further information on AIWF kindly contact:

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Date of next issue:

AIWF News - Issue No. 31 will be published in March 2014
Kindly send all articles by 21 February 2014