



ARAB INTERNATIONAL
WOMEN'S FORUM
المنتدى العربي الدولي للمرأة



DEI BY DESIGN

Women's leadership and legacy in MENA health



November 2023

The Arab International Women's Forum and Pfizer Middle East extend our warm appreciation to the many experts - authors, contributors and reviewers - who contributed to the development and review of this report.



In 2022-2023, **AIWF** and **Pfizer** were proud to collaborate on a virtual panel series initiative titled 'DEI by Design: Women's Leadership and Legacy in Health', exploring salient diversity issues impacting women's inclusion in global and MENA health

Forewords



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A message from the Arab International Women's Forum

Mainstreaming and embedding DEI into health practices and working culture is crucial to the success of women now and in the future. Diverse leadership in the sector brings fresh and different perspectives. Women's representation in leadership positions can help incorporate unique perspectives that reflect the needs and realities of half the population. This is crucial in healthcare, where decisions can significantly impact women's health. Women's representation in health leadership contributes to more innovative and gender-sensitive solutions to some of the world's most challenging public health concerns as well as to maternal, paediatric and refugee health, contributing to the health and overall wellbeing of whole communities, societies and nations. Women leaders often emphasise these values, contributing to stronger and more compassionate healthcare systems. These traits were essential in managing the pandemic and will continue to be valuable in a post-pandemic world.

The COVID-19 pandemic put a spotlight on the critical role that women play in the health sector. Women make up a significant proportion of healthcare workers globally, accounting for 90% of the global frontline health and social care workforce, yet they are vastly underrepresented in leadership roles, with an estimated 75% of leadership roles in health and care held by men, according to the World Health Organization and the United Nations Office for the Coordination of Humanitarian Affairs¹. This gender disparity in healthcare leadership was a concern prior to the pandemic and was greatly exacerbated during the global health crisis, when women leaders demonstrated exceptional crisis management skills and were often at the frontline of patient care², dealing with increased workloads, work-life balance difficulties, and heightened risk of infection. Additionally, countries led by women had more effective and efficient responses to the pandemic³. The pandemic has underscored the importance of resilience and empathy in healthcare leadership. Therefore, encouraging more women to take leadership roles in health can ensure better preparedness and response to future public health crises.

Building on the successes in recent decades of women leaders in health, in the MENA and globally, it is vital to nurture the next generation of women leaders in health not only through education and continued professional development but also through mentorship, role modelling, and recognition, especially after the pandemic when so much of our networking and interpersonal contact with colleagues is conducted virtually. As we look ahead to a post-COVID future and apply lessons learned, we have the opportunity to create and model the DEI-focused working environments we want for the future of MENA health. The DEI by Design initiative, on which AIWF is so proud to have worked closely with our Pfizer partners in the Middle East, is a collaborative effort to recognise women's leadership, to celebrate their contributions and address stubborn challenges to inclusion head-on.

This initiative, and the Report and rich Recommendations it has produced, is an important step towards addressing these disparities and other DEI gaps that have long been prevalent in the male-dominated health sciences sector. We look forward to continuing our close work with Pfizer in the Middle East and worldwide to level the playing field for women in health, with a view to creating ripples of change that will embed and mainstream DEI in STEM in the MENA more broadly.

- 1 United Nations Office for the Coordination of Humanitarian Affairs (OCHA), The State of Women and Leadership in Global Health, 20 March 2023, Accessed at <https://reliefweb.int/report/world/state-women-and-leadership-global-health-march-2023#:~:text=They%20found%20that%20women%20face,enough%20to%20redress%20historic%20inequalities>; World Health Organization, Value gender and equity in the global health workforce, Accessed at <https://www.who.int/activities/value-gender-and-equity-in-the-global-health-workforce>
- 2 Loren Galler Rabinowitz MD & Danielle Galler Rabinowitz MD, Women on the Frontline: A Changed Workforce and the Fight Against COVID-19, *Academic Medicine*, June 2021, 96(6), pp 808-812
- 3 Jack Zenger and Joseph Folkman, Research: Women Are Better Leaders During a Crisis, *Harvard Business Review*, 30 December 2020, Accessed at <https://hbr.org/2020/12/research-women-are-better-leaders-during-a-crisis>



A message from Pfizer Diversity, Equity & Inclusion

Our region is rich in voices and stories. Differences – whether cultural, racial, socioeconomic, or ideological – enrich our shared experiences and potential to thrive in business and society. Equality and representation are about celebrating our shared humanity and recognizing that each person’s story contributes to our society.

We embed Diversity, Equality, and Inclusion (DEI) principles not only in our workspace, but also in our purpose of delivering breakthroughs that can change patients’ lives. Our commitment to DEI is not just a moral responsibility; it is a strategic imperative too. We recognize that diverse perspectives are the catalysts for impactful breakthroughs that matter to our patients, and we always strive to put our convictions into practice.

Diversity is embracing our visible and invisible differences that make us unique. It is what drives us to foster the next generation of women through education, professional mentorship, and well-deserved recognition. Our pursuit of gender targets and participation in local initiatives like the Gulf gender equity pledge ensure that the robust talents of women are nurtured and fully represented across all levels of our organization. Moreover, our recruitment process actively considers equal representation in hiring and promotions to ensure that our workforce reflects the communities we serve. Our commitment to diversity is also evident in our pursuit to clinical trial diversity, where we ensure that our scientific breakthroughs benefit all patients, regardless of gender.

Equity ensures that everyone is seen, heard, and cared for. We champion policies such as equal pay, flexible working hours, and comprehensive maternity and paternity leave, to foster a space where every individual thrives. Prioritizing equity also means addressing the unique needs faced by women and the solutions to solve them. This commitment to equity is exemplified by our partnership with the Bill & Melinda Gates Foundation, Children’s Investment Fund Foundation (CIFF), and BD to expand access to Pfizer’s injectable contraceptive, empowering millions of women in 92 countries to take charge of their reproductive health and bridging disparities in healthcare.

Inclusion helps us understand, embrace, and leverage the unique strengths and facets of our identities. It creates an environment where every individual is welcomed, valued, and empowered to contribute their perspectives. Engaging men as allies is a crucial part of this journey, where their involvement in fostering inclusion within our organization is a testament to the strength of unity. We believe that true inclusion needs proactive involvement, which is why we provide diversity and inclusion trainings and unconscious bias education to pave the way for more inclusive hiring practices. We aim to nurture relationships between our team members to meet the needs of our teams, patients, suppliers, medical providers, and the broader communities we serve.

The journey may not always be easy, but the destination—a world where diversity is celebrated, equity is realized, and inclusion is the norm—is one worth striving for. As we continue to embed DEI in our purpose, consider the impact you can have in building a more inclusive society. Each step, no matter how small, contributes to the greater movement toward unity, understanding, and progress.

Introduction

For well over a decade, Pfizer Middle East has been a Platinum Corporate Partner of the Arab International Women's Forum, a leading development organisation based in London with strong representation throughout the MENA region and especially the UAE and KSA where its Global Corporate Partners (PepsiCo, PwC and Pfizer) have their regional headquarters.

In the last two decades AIWF programmes have been focused on women's empowerment through economic inclusion, education, and entrepreneurship across numerous sectors and spheres. In the years of our partnership, AIWF and Pfizer Middle East have proudly collaborated on highly successful initiatives such as the 'Women on the Frontline in the Fight Against COVID-19' webinar held in July 2020; the 'Women Leaders in Health' conference held at the American University in Beirut Medical School in April 2019 in partnership with the University of Massachusetts Medical School and PwC; and the 'Women-Led Innovation in STEM' conference held at the Royal Academy of Engineering in December 2017 which brought the World Bank and Shell on board as event partners.

In 2022-2023, AIWF and Pfizer were proud to collaborate on a virtual panel series initiative titled 'DEI by Design: Women's Leadership and Legacy in Health', exploring salient diversity issues impacting women's inclusion in global and MENA health. In the first virtual panel discussion held in December 2022, we were joined by a panel of high-level medical practitioners and health science professionals in the GCC to discuss the importance of mentorship, role modelling, recognition and visibility in empowering women in the region to progress in their careers in health practice, discovery, innovation and research.

In the second session, held in March 2023, AIWF and Pfizer welcomed speakers from Egypt and the Levant to explore opportunities and strategies to mainstream and embed DEI in hospital and healthcare working spaces, cultures and practice. In the third and final session, held in June 2023, AIWF and Pfizer joined forces again to welcome leading female professionals to discuss strategies for driving diversity in the innovation landscape, including an exploration of the impact of enhanced diversity on clinical trials. The initiative was designed to culminate in this report and recommendations that has now been proudly and jointly published by AIWF and Pfizer in 2023.

Through this initiative, AIWF and Pfizer aim to create a positive and impactful platform to develop the next generation of women leaders in health, mainstreaming a powerful shift in workplace culture towards true gender parity and encouraging both corporate policy change as well as a decisive shift in the narrative on women's leadership in health. AIWF and Pfizer are proud to have worked in close collaboration and in dialogue with all the stakeholders and speakers featured in this report, exploring how women can be better represented at all levels of the sector and in the process, paving the way for the next generation of women scientists and healthcare practitioners, researchers and innovators. The senior leadership of AIWF and Pfizer hope that the key findings and recommendations published within this report will inform workplace and regulatory policy on DEI in the health sector, and inspire the next generation of women leaders in global and MENA health.



Executive Summary

In the post-COVID global health arena, the urgency of embracing Diversity, Equity, and Inclusion (DEI) has never been clearer. For healthcare to be truly effective, especially in the MENA region, DEI must be deeply embedded into every part of the sector's culture, practices, structures, institutions and norms. The healthcare sector must recognise that the interplay of varied experiences and backgrounds offers a richer tapestry of perspectives. This results not only in better patient care and a positive impact on the bottom line, but also aids in personal and professional growth of healthcare employees.

Actively seeking out and nurturing potential female leaders can be transformative. By offering these emerging leaders tailored support, we can begin to address and reduce the longstanding gender disparities in leadership roles and research positions in MENA health. A network, both intra-regional and international, of women in science from the MENA region can act as a backbone of support, learning, and collaboration. Elevating the visibility of women leaders in this sphere and lauding their achievements can serve as a beacon of inspiration for young women and girls, illustrating what is possible. Initiatives such as mentorship programmes, guest speaker series, and networking events can foster connections between established women leaders and the next generation, cultivating growth in educational and workplace settings alike.

DEI must be incorporated into education, workplace processes, and the overarching mentality of health professionals. Now more than ever before, healthcare workplaces need to be agile and inclusive, pivoting towards policies that eliminate gender bias and allow flexibility in support of work-life balance, a conundrum which is often at the heart of professional woman's career decisions and which needs a fresh lens. Institutions need to roll out transparent career development initiatives and promotional programs. And in this journey towards DEI, the role of men cannot be understated. Their support and allyship can accelerate valuable, vital progress in embedding DEI into MENA health so that it becomes the default position. Values such as trust, empowerment, and equal opportunities should be instilled from childhood, for both boys and girls, and young girls should be encouraged and allowed the freedom to explore their passion for STEM fields, as this translates into a more inclusive and diverse STEM and healthcare workforce in the future.

The post-COVID era has shone a light on the intersection of healthcare and social justice. This momentum should be harnessed to advocate for health as a fundamental human right, tying it to a rights-based approach to DEI in healthcare. Creating respectful environments for both health workers and patients, emphasising inclusion at all touchpoints, is essential. A top-down cultural shift that centres continuous learning and DEI values can ensure the healthcare sector truly represents the diverse communities it serves.

Highlighting the acute health challenges women face, especially in conflict zones like Sudan and Syria, and in refugee camps, underscores the importance of including women's voices in decision-making. Their insights can humanise medical provisions, ensuring they are tailored to the unique needs of these communities. Public health education, emphasising the direct correlation between women's health and the broader health of communities, can be instrumental in addressing the health of the region. By boosting the visibility of female medical practitioners and addressing gendered barriers, we can embed DEI in healthcare planning and provision.

Ethics and conduct codes in healthcare must be revisited. DEI considerations should be embedded, ensuring the language and practices truly reflect the values of diversity, equity, and inclusion. Investing in homegrown research and harnessing technological advances in healthcare can create avenues for women to lead and innovate. In parallel, governments must tackle rising public health issues and ensure women have equal representation in solutions-building and decision-making. The mental health crisis, in particular, demands a strategic and inclusive response.

Finally, initiatives aimed at reducing health disparities, increasing health literacy, and ensuring equitable access to care are paramount. Enhanced collaborations between health authorities, hospitals, and academic institutions can bolster women's inclusion in MENA health, research and innovation, ensuring that DEI principles are not only upheld but championed. There is no 'one size fits all' solution; it is by doing all of these things, by default and by design, that we can lay the foundation for a more inclusive healthcare future in the MENA region.

Session One: Nurturing the next generation of women leaders in health through mentorship, role modelling, and recognition

In December 2022, AIWF and Pfizer hosted the first of three virtual panel sessions on mainstreaming and embedding DEI into healthcare workplaces, policy and working cultures. For the first session in the series, which was expertly moderated by **Ouardia Djoudjai**, Category Lead Oncology for Pfizer, AIWF and Pfizer were proud to welcome **Dr Oualae Alami**, Global Influenza Lead, Pfizer & AIWF Board Member; **Dr Thekra Hasan**, Research and Innovation Center at the Department of Health, UAE; **Dr Mariam Matar**, Founder and Chairperson, UAE Genetic Diseases Association, UAE; and **Dr Maha Al Mozaini**, Scientist & Director, King Faisal Specialist Hospital & Research Center, KSA.

Mainstreaming and embedding DEI into health practices and working culture is crucial to the success of women now and in the future. The COVID-19 pandemic put a spotlight on the critical role that women play in the health sector, and underscored the importance of resilience and empathy in healthcare leadership. Encouraging more women to take leadership roles in health can ensure better preparedness and response to future public health crises. To facilitate this at the organisational level, it is crucial to build a strong pipeline of women who aspire to and are equipped to compete and deliver in health leadership. Visible women leaders act as role models for the next generation, inspiring young women to pursue careers in healthcare and aspire to leadership roles. Mentorship programs can provide personalised guidance, helping potential leaders navigate their path in the health sector. Recognition of women leaders can also help highlight and address systemic inequalities in the health sector. Accordingly, the session explored key strategies and factors for strengthening women's inclusion, leadership and visibility in the MENA healthcare space.

Nurturing the next generation of women leaders in health is an investment in a more resilient, empathic, and effective healthcare sector. It is not just a matter of fairness or equality, but also a strategy to improve healthcare outcomes and response to future crises.

Session Two: Mainstreaming and embedding DEI into MENA health professional cultures and practices

Session II of the 'DEI by Design' initiative, hosted in March 2023 in recognition of International Women's Day on 08 March, explored DEI challenges and opportunities for women in MENA and global health, research and innovation, and the importance of mainstreaming and embedding DEI into healthcare working spaces and cultures. This session, which was expertly moderated by **Yomna Kotb**, Director of Policy & Public Affairs ELII Cluster (Egypt, Levant, Iraq & Iran) for Pfizer, welcomed **Dr Oualae Alami**, AIWF Board Member & Global Influenza Lead, Pfizer; **Dr Reem Al-Ajlouni**, Director, Jordan Breast Cancer Program, Jordan; **Dr Naema Al Gasseer**, World Health Organization Representative in Egypt; and **Dr Hanan Gewefel**, CEO, Women & Fetal Imaging, Egypt.

The panel spotlighted the challenges experienced by women in health because of the COVID-19 pandemic, which subjected many women to greater inequity, increased domestic abuse, disproportionate job losses, poverty, widowhood, and informal employment in the face of prolonged lockdown restrictions. The pandemic also brought greater opportunities for women to the forefront, highlighting the need to narrow the gender gap in global health which took on new resonance and urgency during and after COVID-19, especially given that 90% of frontline workers in the health sector are women⁴. Women have not been historically involved in leadership in the sector, or in decision-making and policy development, and although there have been excellent markers of progress in recent decades, what is needed now is a rights-based approach to including and empowering women in global and MENA health. Some of the strategies discussed included encouraging equal representation in hiring and promotion processes, providing diversity and inclusion training, implementing flexible work arrangements for women and families, and offering mentorship and sponsorship programs that create open platforms for diverse

⁴ World Health Organization, Value gender and equity in the global health workforce, Accessed at <https://www.who.int/activities/value-gender-and-equity-in-the-global-health-workforce>

perspectives, and implementing cohesive, organised multi-stakeholder strategies that address unconscious biases in policy and in practice.

Solidarity and cohesion are critical for social institutions – family, environment, schools, universities, and civil society, and gender equality must underpin all these institutions for DEI to become deeply embedded into our societies, cultures and economies.

Session Three: Women's leadership and inclusion in the innovation landscape (Clinical Research and Trials)

The third and final AIWF x Pfizer panel session, held in June 2023 as part of the AIWF x Pfizer collaboration 'DEI by Design: Women's Leadership & Legacy in Health', was titled *Women's Leadership and Inclusion in the Innovation Landscape (Clinical Research and Trials)*. In this session, a high-level panel of women leaders in health practice, research, discovery and innovation explored the importance of mainstreaming and embedding DEI and women's leadership and engagement in the innovation landscape and in clinical trials. These are all important components of research and innovation studies that test medical, surgical, or behavioural interventions in order to develop new medications and other strategies to treat and prevent disease and in turn improve outcomes for women in the MENA and beyond. Speakers for this session, which was moderated by **Dr Faiza Tifour**, Algeria Country Head, Pfizer, included **Dr Agnes Hamzaoui** from the Department of Pediatric Respiratory Diseases, Abderrahmen Mami Hospital, Tunisia; **Dr Khalida Rahal**, Medical Lead for Pfizer; and **Dr Safia Debar**, General Practitioner and one of few UK doctors certified to run the Harvard Stress Management and Resiliency Training.

It is only by incorporating a gender lens into healthcare innovation and research that the sector can develop tailored solutions that address specific female health issues such as reproductive health, pregnancy-related complications, and other conditions that predominantly affect women, as well as mental health and wellbeing which is often overlooked and stigmatised in the region. Promoting diversity and inclusion in clinical trials is crucial to ensuring that interventions and treatments are effective and safe for women as historically, women have been underrepresented in clinical trials, leading to a lack of evidence-based guidelines specifically designed for their needs. Actively recruiting diverse groups of women, including those from different racial / ethnic backgrounds, ages and socioeconomic statuses, can help to generate more comprehensive and accurate data to guide medical decision-making in patient care and inform cutting-edge research. Accordingly, healthcare sector innovation should prioritise diversity in leadership and research teams, as by fostering an inclusive environment that values diverse perspectives, experiences, and expertise, we can enhance innovation and develop solutions that address the needs of diverse MENA populations. Lastly, by acknowledging gender disparities, tailoring healthcare solutions to women's needs, promoting diversity in clinical trials, and fostering inclusive environments, we can strive towards a healthcare system that delivers equitable and effective care for all women.

Recommendations

Leverage the strengths of a diverse and experienced team for personal and professional growth through mentorship, role modelling and knowledge / experience exchange. Actively identify potential female leaders within and beyond their teams and offer them support to bridge the gender disparity in leadership and research positions.

Create an intra-regional and international network of MENA women in science who can provide mutual support and share experiences. Make women leaders more visible and celebrate their achievements to inspire and motivate young women and girls. Implement mentorship programs, guest speaker series, and other networking/ learning opportunities that bring established women leaders and rising stars together in educational, university, and workplace settings.

Accelerate discussions on eliminating gender bias from workplace policies and ensure flexibility in working hours. Aspiring women should be encouraged to maintain work-life balance and not sacrifice family for career or vice versa. Launch proactive and transparent career development initiatives and promotion programmes within

organisations. Recognise the importance of men as allies in the journey towards DEI in the health sciences and in STEM overall.

Instil values such as trust, confidence, empowerment, resilience, and equal opportunities in children from a young age, and encourage girls' interest in STEM fields and let them pursue their interests without interference. Be supportive of girls' ambitions, especially if they involve entering traditionally male-dominated fields.

Recognise health as a human right. Harness the increase in social justice movements around public health post-Covid to ensure greater accountability and a more rights-based approach to healthcare DEI.

Create respectful and dignified environments for health workers and patients alike, emphasising inclusion at all levels of the healthcare sector. This involves creating safe spaces, encouraging idea exploration, and promoting open feedback at all levels. Implement top-down cultural changes to fully embrace DEI training, as organisations with cultures of continuous learning are more likely to align with DEI values. Recognise the value of employees as the backbone of the healthcare system. Ensure that women, who make up a large proportion of healthcare workers, are involved in decision-making processes.

Address acute health and mental health challenges for women in conflict-ridden countries such as Sudan and Syria and for those living in refugee camps in Jordan, Lebanon and other parts of the region. Include women's voices in decision-making processes in global public health to humanise medical provisions for refugees.

Promote public health education in schools and workplaces for disease prevention and regional health promotion, emphasising that the health of women directly impacts the health of families, communities, and economies.

Increase the visibility of female medical practitioners and health science workers in community and healthcare settings to role model female leadership. Address gendered barriers to DEI and inclusivity in family and healthcare planning and provision through community engagement and education on how women can care for their own health. Ensure DEI is incorporated into health program design, measurement, monitoring, and evaluation. Include women in senior oversight positions as a clear condition of funding/implementation. Encourage mainstream MENA media to positively portray women professionals, particularly in health, to facilitate cultural and mindset shifts about the role of women and girls in society.

Embed DEI considerations into the design and implementation of codes of ethics and conduct in healthcare, ensuring the language used by healthcare professionals reflects DEI values and respects the dignity of healthcare workers and patients.

Develop, strengthen, and invest in a robust homegrown research culture in the region where women have real opportunities to lead in STEM academia and research. Embrace the vast potential for healthcare innovation through technology and AI to deliver unprecedented opportunities for women with the ambition, education, and technological skills to innovate.

Governments should address clear public health issues such as smoking, obesity, diabetes, heart diseases, hypertension, and cancer, particularly among women. Women should have equal representation in the leadership addressing these issues. Acknowledge and address the rise of mental health concerns in the region and ensure women are included in the strategic design and leadership to address these issues.

Invest in human capital for health, translate post-pandemic international commitments and global directives into action, and translate policies into plans. Embed DEI into formal education, workplace and HR processes, and the mentality and mindset of every professional in the health sector.

Implement initiatives aimed at reducing health disparities and ensuring equitable access to care. Increase health literacy among the general public through awareness campaigns and educational programs. Conduct training programs for the medical community on good clinical practices and DEI-focused implementation of clinical trials.

Advocate for enhanced collaboration between health authorities, hospitals, and universities to establish the necessary cohesion and organised frameworks for clinical trials in the MENA region. Strategise for and design multi-stakeholder intra-regional and international collaborative clinical projects, for which DEI is often a condition for funding.

Engage with diverse communities to address their specific concerns and involve them in the design and implementation of clinical trials. Collaborate among stakeholders including healthcare providers, pharmaceutical companies, regulatory authorities, academic institutions, and patient advocacy groups to navigate the complex regulatory frameworks in the MENA region. Undertake efforts and reforms to ready the infrastructure for global clinical trials collaboration, learning from progress made in countries such as Saudi Arabia. Expedite access to innovative treatments and life-changing medications in MENA countries by increasing the presence and speed of clinical trials.

Invest in education, infrastructure, capacity-building, and community engagement to support clinical research and trials. Strive to address the underrepresentation of women in clinical trials and research to ensure diversity and inclusion in medical innovation, and work towards embedding DEI into clinical trial frameworks by advocating for women's voices and needs to be more clearly heard in all aspects of the medical field. Make medical and health education more accessible and affordable for women by addressing the rising cost of learning and relatively low levels of scholarship funding in the MENA region.

Teach the value of holistic and patient-centric care to female medical students and early career practitioners. Address the issue of burnout among women, particularly those in leadership roles, to support them in their career trajectory and in striving for work-life balance. Challenge societal and institutional expectations that women should stop working or limit their responsibilities when they have children.

Contributing Speakers

Dr Agnes Hamzaoui, Professor of Respiratory Diseases, Tun El Manar University Medical School, Tunisia

Dr Hanan Gewefel, CEO, Women & Fetal Imaging, Egypt

Dr Khalida Rahal, Medical Director, Pfizer

Dr Maha Al Mozaini, Scientist & Director, King Faisal Specialist Hospital & Research Center, KSA

Dr Maryam Matar, Founder and Chairperson, UAE Genetic Diseases Association, UAE

Dr Naeema Al Gasseer, World Health Organization Representative, Egypt

Dr Oualae Alami, Global Influenza Lead, Pfizer & AIWF Board Member

Dr Reem Al-Ajlouni, Director, Jordan Breast Cancer Program, Jordan

Dr Safia Debar, General Practitioner & UK-certified Harvard Stress Management and Resiliency Trainer (SMART)

Dr Thekra Hasan, Section Head, Drugs and Medical Products Department, Department of Health (DoH), UAE

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Initiative Partners



For more information on the work of AIWF and Pfizer on DEI in health,
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