



ARAB INTERNATIONAL
WOMEN'S FORUM
المنتدى العربي الدولي للمرأة

IOD
MUDARA
Institute of Directors

Seminar

**Directorship, Development and Diversity:
Challenges for Women in Governance**

Presented By

The Arab International Women's Forum
and the Mudara Institute of Directors (IOD)

In partnership with

Hawkamah, the Institute for Corporate Governance

In cooperation with and hosted by



Business & Professional Women-Amman

and



International Women's Forum, Jordan Chapter

At

Al Reem Ballroom, Kempinski Hotel
Abdul Hamid Shouman Street, Amman, Jordan

19 October 2009
0900 – 1400 hours

Supported by AIWF Seminar Partners





ARAB INTERNATIONAL WOMEN'S FORUM
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Chairman's Message

As Chairman of the Arab International Women's Forum, I am delighted to be able to welcome you to Amman to this Seminar presented by AIWF and the Mudara Institute of Directors in partnership with Hawkamah, the Institute for Corporate Governance, in cooperation with and hosted by BPW-Amman and the International Women's Forum, Jordan Chapter and supported by DLA Piper and The World Bank.

We are especially honoured to welcome a very distinguished group of Guest Speakers whose knowledge and experience will surely be of great benefit to our delegates today.

AIWF is firmly committed to putting corporate governance squarely on to the Arab business agenda. We believe that the development of good governance skills, and indeed the enhanced participation of Arab women with regard to Board Directorship, are vital to the region's future economic sustainability.

Our seminar today reinforces AIWF's message that good governance will distinguish those Arab companies that will flourish in the post-recession economy, from those that will struggle to survive not forgetting that ,at a time when economies around the globe are struggling to emerge from the current recession, there are many strong women-led businesses that can make a valuable contribution to economic recovery.

I wish you a very stimulating, productive and enjoyable seminar.

Haifa AlKaylani

Mrs. Haifa Fahoum Al Kaylani

Chairman

Arab International Women's Forum

Directorship, Development and Diversity: Challenges for Women in Governance

- 0900** Registration
- 0930** Welcome and Opening Remarks by **Mrs Haifa Fahoum Al Kaylani**, Chairman, Arab International Women's Forum
- The World Bank Statement** by **Mr Ziad Badr**, World Bank Head of Mission in Amman, Jordan
- 0945** **Mr Nick Nadal**, Director, Hawkamah, Institute for Corporate Governance
- 1005** **Mrs Kalyani Santoshkumar**, International Finance Corporation (IFC) Middle East and North Africa "*Corporate Governance and the Role of Women*"
- 1025** **Mr Karl Tabbakh**, Abu Dhabi Corporate Partner DLA Piper *Adapting Corporate Governance to Corporate Reality in the Arab Emerging Markets*
- 1045** **Dr Omar M. H. Aljazy**, Managing Partner/ Aljazy & Co. Advocates and Legal Consultants "*The Importance of Raising Awareness of Corporate Governance with a special focus on the Women's Workforce*"
- 1105** Discussion
- MODERATOR**
Mrs Haifa Fahoum Al Kaylani,
Chairman, Arab International Women's Forum
- 1125** Coffee Break
- 1210** **Panel "Challenges for Women in Corporate Governance in Jordan".**
- MODERATOR**
Suzanne Afanah, Director of Communications and CSR ZAIN
- Speakers on Panel** will make initial short presentations followed by interactive session with audience questions & comments
- Ms Reem Modar Badran**, Chairman of Al Hurra for Management and Business Development Co, and board member of the Kuwaiti Jordanian Holding Company
- Ms Simona Sabella Bishouty**, Chief Executive Officer/General Manager of Arab Banking Corporation
- Mrs Meisa Batayneh Maani**, Founder and Principal Architect at Maisam Architects and Engineers
- Mrs Majd Shweikeh**, CEO - Orange Mobile / VP JTG
- 1330** Close of seminar

Guest Speakers

Mrs Haifa Fahoum Al Kaylani MA, Economics, Founder & Chairman Arab International Women's Forum

Haifa Al Kaylani is well known in international government and business circles as a high-impact change agent focusing on leadership in cultural and gender issues. A graduate of the American University of Beirut and University of Oxford, she brings a wide range of skills and experience to her personal mission of encouraging greater cultural understanding between Arab and international communities, supporting a strong role for women in that process.

Fluent in five languages, Mrs Al Kaylani holds senior roles in several organizations in the UK and internationally as well as seats on the boards of charities, cultural institutions and NGOs. In 2006, Haifa Al Kaylani received recognition as one of 21 Leaders for the 21 Century by Womens eNews in New York. In February 2007 Haifa Al Kaylani was named as one of The Muslim Power 100 Leaders in the United Kingdom and received the Education Excellence Award. Mrs. Al Kaylani has been named recipient of the 2008 World of Difference Lifetime Achievement Award presented by The International Alliance of Women. In March 2009, Mrs Haifa Al Kaylani was named in The Muslim Power List 2009 honouring 20 leading Muslim women in the UK by The Equality and Human Rights Commission, the only Arab Muslim woman to be included on the list.

Some of Mrs Al Kaylani's other roles are Vice President International The Women's Leadership Board at Harvard University; Advisory Board Member The Suzanne Mubarak Women's International Peace Movement; Member International Advisory Board Khalil Gibran Chair at University of Maryland; Member Advisory Board Middle East Institute, School of Oriental and African Studies, University of London; Member of the Advisory Board Imperial College Business School, London.

Mr Nick Nadal, Director, Hawkamah, The Institute for Corporate Governance

Nick Nadal is the Director at Hawkamah Institute for Corporate Governance, in charge of developing programmes for family owned enterprises, non listed companies, banks and financial institutions, capital markets, media and academia on corporate governance. Prior to joining Hawkamah, he was the Program Officer for Middle East and North Africa programmes at the Centre for International Private Enterprise, a non – profit building affiliate of the U.S. Chamber of Commerce, building linkages with and supporting regional business associations, developing and conducting training programmes on association governance and developing programmes to advance entrepreneurship, economic journalism and corporate governance in the region.

Mr Ziad Badr, World Bank Head of Mission in Amman, Jordan

Mr Ziad Badr holds degrees from the Pennsylvania State University, the American University of Beirut and the Lebanese University.

Mr Badr is the World Bank Head of Mission in Amman Jordan to which post he was appointed in January 2006. From January 2003 until he was appointed to Jordan, he was the World Bank representative in Riyadh, Saudi Arabia. Prior to this posting, Mr. Badr was a senior economist in the World Bank Africa Region located in Washington DC for over 10 years.

**Mrs Kalyani Santoshkumar, International Finance Corporation(IFC),
Middle East and North Africa, Corporate Governance**

Mrs Kalyani Santoshkumar is the Operations Officer for the Corporate Governance Program of the International Finance Corporation (IFC) Advisory Services for the Middle East and North Africa. Kalyani is involved in conducting corporate governance assessments for companies and has been involved in providing assistance in drafting Corporate Governance Codes. She is admitted to the New York State Bar and holds a Master's degree in Law with specialization in International and Comparative Law from the George Washington University and Corporate Law from India. Her previous experience includes working as the Senior Staff Counsel at the Democratic National Committee in Washington DC and independent legal practice specializing in commercial law in India. Prior to joining the IFC, she worked as a Project Manager at the World Bank. Kalyani speaks English, Hindi, Marathi and German.

Mr Karl Tabbakh, Abu Dhabi Corporate Partner DLA Piper

Karl is a partner in DLA Piper's Abu Dhabi office and leads the office's corporate practice. Karl has extensive experience in mergers and acquisitions, securities and capital markets.

He regularly acts for private and public corporations, financial institutions as well as governmental agencies providing legal advice in relation to multijurisdictional mergers and acquisitions (including hostile and negotiated take-over bids), securities offerings, private placement and project development. Prior to joining DLA Piper, Karl was a partner at McCarthy Tétrault LLP a prominent international law firm based in Canada and London, where he worked during the period 1995 through 2008 in their Montréal and London offices apart from a one year period where he worked in London at Clifford Chance in their capital markets group. In 2007, he was the youngest lawyer to be featured as one of the top Deal Makers in Montreal by a specialized publication. He has been involved in some of the most high profile transactions in Canada and internationally.

He has recognized expertise acting for publicly listed companies in connection with global securities offerings as well as multijurisdictional listings on international stock exchanges (including NYSE, NASDAQ, AIM and London Stock Exchange). He has advised on a number of dual-listed IPOs in recent years.

Karl is qualified in both civil and common law and is fluent in Arabic, French and English

**Dr Omar M. H. Aljazy, LL.B, LL.M, PhD, MCI Arb.
Managing Partner/ Aljazy & Co. Advocates and Legal Cons**

Omar Aljazy holds a Ph.D in International Commercial Arbitration Law from the University of Kent (UK), an MA in International and Comparative Business Law from London Guildhall University and a BA in Law from the University of Jordan. He is an international business lawyer specialising in international transactions, hotel developments, intellectual property, construction disputes, shipping and maritime issues, competition and antitrust matters. Dr Aljazy participated in drafting various national legislation to comply with international conventions ratified by Jordan.

Dr Aljazy is a member of the International Chamber of Commerce (ICC) Commission on Competition, an Associate Member of the ICC Institute of World Business Law and a member of the ICC Commission on Arbitration. He is the Jordanian Government representative to the United Nations Commission on International Trade Law (UNCITRAL).

Dr. Aljazy serves on the boards of various leading Jordanian companies, including the Aqaba Development Corporation (ADC), which is a partnership between the Jordanian Government, which he represents, and the Aqaba Special Economic Zone Authority; he is also a board member of the Jordanian Insurance Commission.

Dr. Aljazy is Vice-Chairman of the Jordanian Corporate Governance Association (JCGA), a member of the Jordan Bar Association, the International Bar Association (IBA), the National Jordanian ICC Committee, the Chartered Institute of Arbitrators, a board member of the Jordanian Transparency Association and a board member of the Arab Society for Intellectual Property (ASIP).

Moderator - Ms Suzanne Afanah – Director of Communications and CSR ZAIN

Suzanne Afanah is a communications professional and award winning journalist, with well over 17 years of experience as a senior executive in media, television and mass communications. During her 11 years at television, Afanah assumed different posts including producer, political correspondent, anchorwoman and Chief Editor at Jordan Television, and at major networks including Middle East Broadcasting Corporation (MBC) and Cable News Network (CNN). During her work as a contributor to CNN's Emmy Award-winning show "The World Report" Afanah won the "Best Political Story Award 2000". Afanah also served as Managing Director of Jordan's Satellite Channel and most recently served as Vice Chairman for the state-run Jordan Radio and Television Corporation.

Appointed by Her Majesty Queen Rania in 2002 to the executive committee of the Arab Women's Summit, Afanah led efforts to create the Arab Media Network and launched an award-winning media campaign to empower Arab women which reached a pan Arab audience of about 100 million viewers. Afanah currently heads communications, branding, and social responsibility at Zain one of the leading telecommunication providers in the region with 22 operators in the Middle East and Africa . She is also a member of Young Arab Leaders, and serves on the boards of the Jordan Media Institute, The Children's Museum and Al Shajara Society for the protection of Jordan 's forests and other non governmental organizations.

Ms Reem Modar Badran, Chairman of Al Hurra for Management and Business Development Co, and board member of the Kuwaiti Jordanian Holding Company

Ms Badran serves as the Chairman of Al Hurra for Management and Business Development Co and is also the CEO and board member of the Kuwaiti Jordanian Holding Company, which looks into direct investments. From 1999 until early 2005 she served as a CEO of the Jordan Investment Board, a leading establishment specialized in attracting foreign investments. Ms Badran holds Masters of International Economics & Middle Eastern Studies from Johns Hopkins University-Washington DC.

Ms Badran is the Chairman of the Investment Committee / Arab Economic Council - Arab League, a board member of the Dead Sea Touristic and Real Estate Investment Co, Chairman of Al-Kindi Pharmaceutical Company, Vice Chairman of Amwal Invest Co, board member of National Microfinance Bank, board member of the First Education Company-Kuwait, board member of Kuwait Finance House-Jordan, Board Member of Deera Investment & Real Estate Development Company – Jordan, Founder and board member of Health Care Accreditation Commission Co., board member of the Young Presidents Organization (YPO), member of Young Arab Leaders/Jordan Chapter (YAL), the International Women Forum (IWF), and many other NGOs and private sector companies.

Simona Sabella Bishouty, Chief Executive Officer/General Manager of Arab Banking Corporation

Simona Sabella Bishouty is the Chief Executive Officer/General Manager of Arab Banking Corporation (Jordan) which is one of the leading Jordanian universal banks. Simona is an accomplished and seasoned banker with a long-standing successful track record that extends for more than 30 years. She started her banking career at Chase Manhattan Bank in Amman and London, after which she moved to Bank of Jordan and Cairo Amman Bank where she assumed a number of leadership positions and her responsibilities covered various areas including: risk and compliance, internal audit, consumer banking and retail credit, corporate banking, treasury and financial institutions.

She serves as the chairman of ABC Investments (ABCI), and is a member of the Board of Amlak Finance (Jordan) and Visa Jordan Card Service Company.

Simona is a member in the International Women's Forum (Jordan Chapter). She is also a member of the Jordanian Equestrian Endurance Society and is a disciplinary committee's official of the European Arabian Horse Show.

**Mrs Meisa Batayneh Maani,
Founder and Principal Architect at Maisam Architects and Engineers**

Meisa Batayneh Maani is the founder and principal architect at Maisam Architects and Engineers. She is experienced in multiple facets of design including architecture, planning, urban design and corporate and place branding. Over her long and versatile career, Meisa has led multi-disciplinary teams on large-scale international and regional projects in USA, Pakistan, Cyprus, Saudi Arabia, Egypt, and UAE. She has created regional landmarks and master plans for projects such as the Rift Bay Project at the Dead Sea in Jordan, New Ravi City in Lahore, Pakistan and the Umm Yafenah Islands in Abu Dhabi, UAE.

She has also acted as a consultant on projects for members of the Royal Family in Saudi Arabia, and UAE. In addition to Meisa's passion to use creativity, design, and innovation to enhance the built environment, she is actively involved in reform processes through numerous national and international commissions and boards. She is a member of the advisory committee for the Ministry of Environment that aims to establish Jordan as the regional hub for pioneering environmental solutions and planning.

As a member of the Amman Commission; she is actively involved in the board's two-fold function as an advisory board to the Mayor of Amman and as a design review board. Meisa is also the founder and chairperson of Design Jordan, president of Business & Professional Women of Amman (BPWA), founding member of the Architecture and Engineering Business Council, Head of Green Unit and several other prestigious boards and committees.

Mrs Majd Shweikeh: CEO - Orange Mobile / VP JTG

Mrs Majd Shweikeh enjoys more than 19 years of experience in Jordan with multinational companies holding different managerial positions. Mrs Shweikeh is currently the CEO of Orange (previously Mobilecom).

After receiving her Bachelor's degree in Finance from Yarmouk University with honours in 1987, Mrs Shweikeh started her business career as an auditor with Arthur Anderson. Between the years 1988-1992, Mrs Shweikeh became the project accountant for budgeting and project planning at the American International Contractor Inc (AICI). In 1992 Mrs Shweikeh moved to DHL as the Finance Manager. In 1999 she received Certified Management Accountant certification from USA.

In 2000 Mrs Shweikeh joined MobileCom and became CFO and member of the Operating Committee.

In January 2006, due to her expertise and her contribution in positioning MobileCom as a leading GSM operator in the Kingdom Mrs Shweikeh was appointed as the CEO of MobileCom- Mobile Business unit of Jordan Telecom group.

Mrs Shweikeh is a Board Member in the Investment Unit – Social Security Corporation. She is also a Member of the International Women's Forum Jordan, and a member of the Young President's Organization (YPO).

Partner Profiles



Hawkamah, the Institute for Corporate Governance

Hawkamah was launched in February 2006 with the aim of advancing corporate governance practices in the Middle East, North Africa and Central Asia. As an autonomous association, Hawkamah is bringing together corporate governance practitioners, regulators and institutions to define and develop a home-grown – yet globally integrated – system of governance that promotes institution building, corporate sector reform, good governance, market development and increased investment and growth across the region.

Hawkamah was created to bridge the governance gap by assisting the regions' countries and businesses in developing and implementing sound, well integrated corporate governance frameworks. Our objective is to shape corporate governance throughout the region by promoting the core values of transparency, accountability, fairness, disclosure and responsibility. Working with national and regional task forces, we will assist with the development of regionally relevant corporate governance frameworks and help foster home-grown communication and policy dialogue, ultimately becoming the natural bridge for institutions promoting corporate governance in the region.



Institute of Directors

Mudara Institute of Directors (IOD)

Mudara – The Institute of Directors (IOD) is a regional professional membership organisation serving board members, directors and governance professionals in the Middle East and North Africa (MENA) region. Members can acquire the knowledge, expertise and support necessary for enhancing corporate directorship, improving board performance and shareholder value. The institute works to enhance the role of company directors within the public sector, private and family run businesses by providing information, research, advisory services and learning programmes to assist members and boards in raising standards of corporate governance as well as business practices. Membership benefits include:

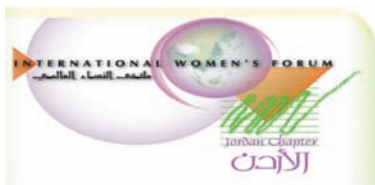
- Networking opportunities
- Professional Development Programmes
- Access to research studies, reports and surveys
- Business information and advisory services
- Seminars, conferences and workshops
- Board appointments service
- Access to services of affiliates
- Access to facilities for events and meetings
- Online services
- Preferential rates on exclusive services
- Access to Mudara IOD premises, lounge and facilities



BUSINESS AND PROFESSIONAL WOMEN-AMMAN (BPW-A)

BPW-A is a non-profit organisation working to increase women’s economic participation in Jordan by harnessing the under-utilised economic and social capabilities of Jordanian women, using the experience of its accomplished members, its resources and networks; and providing effective services for its members, professionals and business owners. The organisation was established in 1976 and is now located in five major cities: BPW-Amman, BPW-Aqaba, BPW-Irbid, BPW-Madaba and BPW-Zarqa. BPW-Amman aims to promote leadership, education and job-linked training. Engaged in many developmental projects aiming to improve the quality of women’s participation in the labour market, BPW-Amman’s mission is to create platforms for women in business to overcome barriers and utilise their unique capabilities to be vital contributors to the prosperity of the Jordanian Business and Professional Society.

BPW-Amman is a member of the Jordan Federation for Business and Professional Women and BPW International. It is also a partner in the MENA Businesswomen’s Network, a partnership between local businesswomen’s organisations across the Middle East and North Africa, and the Middle East Partnership Initiative (MEPI) of the US Department of State. This partnership aims to expand the number of women in business in MENA, to increase the value of their businesses, to advance the role of women in society, and to promote a regional culture of women’s entrepreneurship.



INTERNATIONAL WOMEN’S FORUM – Jordan Chapter

IWF’s Jordan Chapter (IWF/J) was founded in 2003 and is privileged to enjoy the patronage of Her Majesty Queen Rania Al Abdullah. The Chapter, which started with 18 members, has nearly doubled in size in the last five years.

IWF/J is a platform for women leaders to meet their peers in a non-competitive environment and form friendships and alliances that last a lifetime. IWF/J organizes monthly chapter meetings where guest speakers and experts are invited with IWF/J members and their guests to discuss important topics and current issues.

Our focus has been to identify, encourage and develop promising women to become future leaders in Jordanian society. This provided the impetus for starting the Leadership Enhancement and Mentoring Program (LEMP). Based on the modules of the IWF Leadership Foundation Fellows Program, LEMP is run in cycles targeting women in specific fields in both the private and public sector.

IWF/J considers the LEMP program as the base from which to annually choose a participant to the Foundations Fellows Program where the participants receive leadership training; a unique week-long educational course at Harvard University’s John F. Kennedy School of Government, a customized program at Cambridge University in the United Kingdom and the opportunity to attend an IWF global conference. The purpose of the fellowship program is to establish a culture of mentoring for women by women and to help female leaders break through the “glass ceiling”.



DLA PIPER

DLA Piper is a full service international legal practice attracting some of the highest calibre lawyers and clients in the world. Our experienced legal practitioners bring true international insight, combining it with local know-how to offer practical and commercial legal advice to their clients locally and globally.

Truly local, truly global

DLA Piper has an extensive local presence in the Middle East and is equipped to assist its clients across all of its strategic legal requirements, anywhere, anytime. Our strong local presence complements our formidable global presence spanning 29 countries, 67 offices and 3,500 lawyers.

DLA Piper has a presence in all six GCC countries: the UAE, Saudi Arabia, Qatar, Oman, Kuwait and Bahrain. Our legal practice provides a comprehensive service to commercial clients including the areas of corporate real estate, projects and construction, employment, finance, litigation and arbitration, regulatory and IPT (intellectual property and technology).



THE WORLD BANK

The World Bank is one of the world's largest sources of multilateral development assistance. The World Bank supports the efforts of developing countries' governments in policy advice and in project preparation and implementation. In 2007 the World Bank provided \$24.7 billion for 301 projects in developing countries worldwide. Yet, it is not a bank in the common sense. Its lending operations cover such areas as education, health, provide water and electricity, fight disease, private sector development, and protect the environment through its many programs. The World Bank Group as it is known is made up of several unique development institutions owned by 185 member countries though membership in the various institutions differ. It consists of:

- The International Bank for Reconstruction and Development (IBRD).
- The International Development Association (IDA)
- The International Finance Corporation (IFC)
- The Multilateral Investment Guarantee Agency (MIGA).
- The International Centre for the Settlement of Investment Disputes (ICSID)



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Acknowledgements

The Arab International Women's Forum would like to extend a special note of appreciation to our **Annual Global Partners** for their endorsement of the AIWF 2009 Annual Programme, their continued and valued support for our work and for their support and cooperation in this and other joint initiatives.

We would also like to express our deep appreciation to our Seminar Partners, **DLA Piper** and **The World Bank** and our joint hosts, **Business and Professional Women-Amman** and **International Women's Forum, Jordan Chapter** for all their efforts to make this event a reality. Special thanks also go to **Mrs Raghda Kurdi**, AIWF Board Member, for her work in supporting this Seminar.



ARAB INTERNATIONAL WOMEN'S FORUM
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The subjects of economic competitiveness, sustainable human development and the empowerment of women through partnership, increased connectivity, innovation and collaboration, lie at the very heart of the mission and vision of the Arab International Women's Forum.

The Arab International Women's Forum was founded in 2001, as an independent non – profit organisation, to serve as a voice for Arab women; showcasing their development, promoting cross cultural diversity and creating greater public awareness of women's success and prospects in the Arab world.

AIWF has members and contacts in more than 45 countries and links Arab business and professional women with each other and their counterparts in the international community to exchange knowledge, experience and develop their business potential. It is through 'Building Bridges, Building Business' that AIWF contributes to peace, progress and prosperity in the communities of its members.

Through its work and global initiatives, AIWF has explored timely themes to promote the role of women in the economy and in public life providing a focus on capacity-building, training and information exchange, stressing the need for synergies between governments, corporations and civil society as the only way to achieve educational, economic and political empowerment for women in the Arab world.

As a powerful advocate for the political and economic inclusion of women in the Arab world, AIWF mobilises action at the highest level and on the ground to promote and advance legislative rights for and the political participation of Arab women. Its growing role has been distinguished by many collaborations with, among others, the League of Arab States, the European Commission and European Parliament, United Nations organisations and agencies, the World Bank, the OECD, women's business councils in the Arab States and the UK Foreign and Commonwealth Office – to which AIWF presented two landmark Reports and Recommendations in 2005 and 2007, on *Women as Engines of Economic Growth in the Arab World*.

AIWF places great strategic importance on the development of its global networks and the establishment of key alliances with multinational corporations across all sectors. AIWF Global Partners are deeply engaged in the Arab region and uphold strong diversity policies that enhance the recruitment, training and development of women as key contributors to the Arab human capital pool.

In raising awareness and strengthening its connections with global media AIWF is proud to have a special partnership (starting June 2007 continuing through 2008 and 2009) with the Financial Times (FT) cooperating on the FT special reports, which recognise the Arab world's emerging women business leaders. AIWF has supported the publication of *Domains of Influence: Arab Women Business Leaders in a New Economy*, the first book of its kind and a unique testament to the impact of Arab women in today's global environment of entrepreneurship and economic empowerment.

The Arab International Women's Forum is a membership-based organisation. For more information the AIWF Programme and membership, kindly contact our office.

Arab International Women's Forum

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