



WOMEN'S *careers* IN THE GCC

FOUR GOOD PRACTICE CASE STUDIES



In collaboration with



مجلس سيدات أعمال الشارقة
Sharjah Business Women Council

مؤسسة تمكين المرأة
NAMA WOMEN ADVANCEMENT ESTABLISHMENT

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Introduction

INTRODUCTION



Carla Koffel

Executive Director
Pearl Initiative

In recent years women in the Gulf Region have been breaking through what's been termed as the glass ceiling at a growing pace, increasingly taking on top government and private sector jobs. Yet even though the universities in the region are graduating a large number of highly qualified women, female participation at the decision making level still remains low. The private sector clearly plays a pivotal role in driving change.

The purpose of the case studies is to provide the reader with engaging, practical and implementable ideas.

I would like to thank GE, Olayan Group, PepsiCo and Petroleum Development Oman for sharing their experiences with us.

I would like to thank Her Highness Sheikha Jawaher bint Mohammed Al Qasimi, Wife of His Highness the Ruler of Sharjah and Chairperson of NAMA Women

“The Pearl Initiative has been very active in creating GCC-specific insights”

The ground-breaking organisations leading this change have the very best access to talent, are optimising financial performance and achieving stronger governance.

The Pearl Initiative has been very active in creating GCC-specific insights and in 2015 launched the widely acknowledged research report on “Women in Leadership in the GCC – The CEO Agenda”. The Pearl Initiative is now presenting this second report as a continuation of the drive to develop female talent within the regional workforce. It is presented in the form of case studies to illustrate the tailor-made programmes and practices local and multinational companies have successfully implemented to advance more women to senior roles within the Gulf Region.

Advancement Establishment, and its Affiliate Sharjah Business Women Council for supporting this programme. I would also like to take the opportunity to pay tribute to the late Her Excellency Ameera BinKaram, who was the Vice-Chairperson of NAMA Women Advancement Establishment and the Chairperson of Sharjah Business Women Council. Under the leadership of the late Ameera BinKaram, the organisation has furthered the careers and bettered the lives of so many women in the UAE and beyond, inspiring them to achieve the best for their businesses, their families and themselves. The Pearl Initiative is honoured to have had the opportunity to work with Her Excellency and the team at SBWC in producing this report.

03

Summary

OVERVIEW OF THE CASE STUDIES



Creating a performance culture and hiring the best talent

As a multinational digital industrial company and innovation leader, GE has made significant efforts to hire local and expat women into senior roles across the Gulf Region.



Changing the face of the workplace in Saudi Arabia's private sector

This family group has made it a key priority to encourage more Saudi women to join the workplace across different roles and industrial sectors within The Olayan Group and in the wider economy.



PEPSICO

Enabling high performance by facilitating the integration of work and private life

The multinational consumer goods company is led by a woman and has made it a strategic priority to increase the number of women in senior roles within the Gulf Region.



شركة تنمية نفط عُمان
Petroleum Development Oman

Providing support, creating opportunities and fostering a balanced culture

A semi-governmental oil & gas entity, PDO has put a lot of effort into hiring and developing local female talent and has promoted a significant number of Omani women to senior management roles.

SUMMARY OF FINDINGS

CRITICAL ISSUES FACED BY COMPANIES



1 HIRE
THE RIGHT TALENT



2 RETAIN
THE TALENT

FIVE RECOMMENDATIONS BASED ON THE CASE STUDY OUTCOMES



1. Create a balanced corporate culture

- **Tone-at-the-top** - setting the stage for a more diverse corporate culture
- **Role models** - inspiring women at all levels
- **Reduce bias** - identify and address biases in the organisation



2. Invest in building career paths

- **Structured career planning** - enabling women to reach their career goals
- **Mentorship** - helping women to effectively navigate corporate landscapes
- **Networking** - building the right relationships for increased visibility and support



3. Improve work-life balance

- **Flexible work policies** - supporting a greater work-life balance
- **Support systems** - enabling employees to solve personal issues and focus on work



4. Adopt HR policies that ensure equality

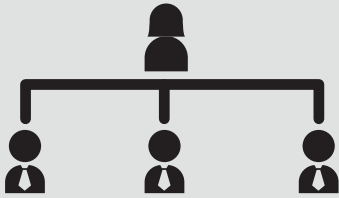
- **Supportive policies** - such as harassment prevention, making facilities more women-friendly



5. Be an advocate to the wider community

- **Engage outside the organisation** - for example speaking at conferences to increase awareness, launching initiatives, acting as diversity ambassador

REGIONAL CHALLENGES



Changing perceptions

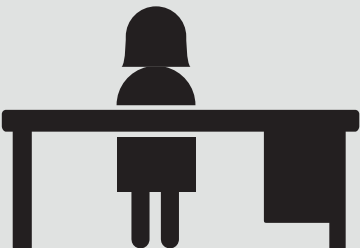
ADDRESSING THESE CHALLENGES

- Engaging with schools and universities to address stereotypes
- Developing more role models from the region
- Gender bias training for middle management who often are the gatekeepers to women's advancement
- Encouraging women to take on traditionally male roles
- Inviting families to visit the work place



Hiring and retaining more local female talent

- Engaging with universities to identify talent early
- Creating a supportive work environment, strong performance culture and networking opportunities
- Introducing flexible work policies
- Developing specific women-only programmes
- Creating opportunities for women (e.g. women-only factory lines, dedicated field engineering programmes and outsourced business services centers)



Overcoming practical hurdles

- Investing in adapted office space (i.e. segregated offices and women-friendly facilities)
- Organising transportation to and from work

07

Case Studies



“GE’s efforts to instill an inclusive and supportive culture, to hire the right people and enable them to achieve success for themselves and the business have proven to work well for women’s careers.”

Nabil Habayeb,
President & CEO, GE, Middle East, North Africa and Turkey

GE'S PERSPECTIVE ON DIVERSITY

ABOUT

 Digital Industrial Company

 1892

 Boston, US

 Publicly Listed

 330,000

GE, as one of the global industrial leaders, has over **9,000 employees** in countries in the Middle East, North Africa and Turkey establishing itself as a strong player in the region.

Very engaged in the gender diversity agenda, both globally and in the Middle East, the regional company leadership is committed to promoting women through the ranks and has a significant number of women in executive roles in the UAE and Saudi Arabia.

WHY DID THE COMPANY LEADERSHIP DECIDE TO PUT MORE FOCUS ON GENDER DIVERSITY IN THE REGION?



TO PROMOTE GENDER EQUALITY

In 2009, women comprised just 3% of GE staff in the Middle East and North Africa and Turkey region. GE leadership in the region understood that there was a real need for change if they wanted to increase the female workforce across the organisation regionally.



TO REDUCE EARLY DROP-OUT

GE hired many young female graduates but they often left before reaching middle management level, usually between the age of 21 and 30.



TO FIND THE RIGHT SOLUTIONS

GE needed to put effective practices and policies in place, so it could successfully hire, retain and develop more women into senior roles.



TO ADDRESS CULTURAL CHALLENGES

The company needed to address the challenge of hiring more women in a region where it is not always 'normal' for women to work and to overcome regional cultural stereotypes.

THE GE WAY: What has GE done in the region?

The company created dedicated and regionally specific programmes to improve the hiring, career development and support of women with the goal of actively creating diverse high performance teams.

HIRE



1

Hiring High Achievers

GE focuses on hiring top talent that wants to grow in an environment that is very demanding and rigorous but at the same time very rewarding. An environment that enables personal growth and instills a performance culture has proven to be favourable for top female talent to progress to senior ranks.

3

Pushing the Needle

GE has introduced a system of overall targets to employ a minimum number of women across all levels and dedicates significant time and resources to effectively implement them.

2

Careers and Planning

GE has created a high performance environment where employees – and particularly women - are encouraged to take on new challenges, enabling them to grow.

DEVELOP



1

Training and Development

Training and development are key to the personal and professional development of top GE talent and have been found to be very successful for the growth of women in senior positions. Most training and leadership programmes are global and have a high number of female participants. Job rotation initiatives, increased exposure, networking and benchmarking with peers are all factors pushing top female talent up the career ladder.

2

Region-Specific Development Programme

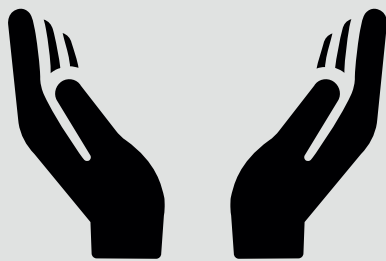
The regional GE leadership team felt that not enough was being done to develop women to senior leadership roles and created a region-specific development programme for high potential female talent in the Middle East.

GROW

GE's regional development programme for women

- Targeted **development programme** for early career, high-potential female talent.
- **12-month programme** that includes training and a working project.
- Creates a pool of talent for future promotion and helps to **retain female talent**.
- It is a **MENAT-only initiative**, regionally lead & created.
- **40 Graduates** since 2014 from **9 different countries**, across GE businesses. Around **45%** of the attendees have been **promoted** or received expanded job scopes during and after GROW.
- **31 new GROW participants** in 2016/17 from across the region.
- The GROW Programme **ranked 3rd in the HR Awards 2015 - Middle East** in the leadership & development category.
- Recently have created and launched **GROW+** with **19 senior female employees** across various GE businesses. Over a 6 month period, this programme will prepare the women to take on bigger roles and responsibilities through stretched and unconventional training, learning, challenging projects and networking.

SUPPORT



1

Creating Incentives

- Awarding higher referral fees for employees if a woman is recruited.
- Diversity Award for employees who advocate employing and promoting more women.
- Coaching direct line managers to instill a more diverse and inclusive culture, as they often are the 'gatekeepers'.

2

Creating a Support System

- Regional Women Network.
- Mentoring and coaching programmes for women.

3

Initiating supportive policies

Policies adapted to the region include flexible working policies for men and women, extended maternity leave of 90 days, breastfeeding rooms, agreements with nurseries and making facilities more women-friendly.

MANAGING DIVERSITY AT GE

- Diversity is a **top priority** for the local Senior Leadership Team.
- A **team of 'Change Champions'** was appointed, consisting of the Diversity Counseling, the Human Resource and the Senior Leadership Teams.
- **Leveraging experiences** from other regions: existing training programmes and availability of senior female role models globally.
- **Regular monitoring and surveys** help to track and benchmark progress. GE remains focused on identifying areas for improvement (e.g. a survey of male managers on their challenges in recruiting, developing and retaining female talent).

EYE ON SAUDI ARABIA

2009

First woman hired in GE Saudi Arabia.

Today

100 women

(including headquarters, factory and field roles).

GE's aim in Saudi Arabia is to create a culture that respects local traditions and laws and gives women the opportunity to work for a multinational company.

GE wants to be a role model for other companies in the country.

Practical issues such as separate office space or transportation to the office and meetings, **were all easily solved**. Other challenges such as the need to improve networking skills were addressed with specific training.

Women are **encouraged to apply for all roles** within the company and especially roles originally not deemed appropriate for women.

Female Talent Development Programmes comprising of:

A specifically designed **3-day leadership course** for 25 Saudi GE women.

International rotational programmes for female employees to gain international exposure.

A Non-GE Leadership Programme, where 50 female business leaders from Saudi Arabia who do not work for GE participate in a **5-day CEO programme** at GE's US Campus.

ALL WOMEN BUSINESS SERVICES CENTRE IN SAUDI ARABIA

A successful initiative to create jobs for Saudi women

- The centre is an all-women business services and IT services centre in Riyadh, Saudi Arabia. It is a unique business model and an opportunity to train and develop the professional capabilities of Saudi women and to create new employment opportunities.
- Founded by Saudi Aramco, it is a joint venture between Tata Consultancy Services and GE.
- The centre opened in 2014 and is located in Riyadh's city centre. Its offices currently cater to four main clients - GE, Saudi Aramco, STC and the Ministry of Economy and Planning.
- The centre supports over **55 countries**.
- It supports Saudi Arabia's plans for localisation, economic diversification and job creation for women.
- In only two years, the centre **hired over 1,000 women** and plans to employ **3,000 by 2020**.
- **85%** of employees are **Saudi** nationals.
- Focus areas are Supply Chain Management, Finance, HR, Enterprise Data Management and IT.
- All employees have to undergo a very stringent recruitment process. All women have a bachelors degree and are fluent in English.
- All employees go through a structured training programme and are provided with intensive training in communication, presentation skills, corporate etiquette, global culture and specific process training to ensure the highest levels of service efficiency to customers, allowing them to grow their careers fast within the company.
- TCS Riyadh receives a large amount of applications from young graduates and professionals and has become one of the top employers for female university graduates and professionals in the Kingdom.

ACHIEVEMENTS

2009



2016



A SIGNIFICANT INCREASE IN THE NUMBER OF **WOMEN EMPLOYED REGIONALLY**.

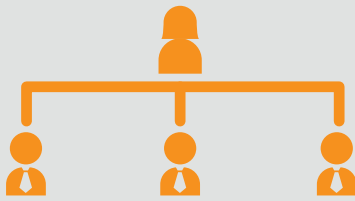
2009

0

2016

100

THE NUMBER OF **WOMEN EMPLOYED IN SAUDI ARABIA** HAS GONE FROM ZERO IN 2009 TO MORE THAN 100 TODAY.



AN INCREASE IN THE NUMBER OF SENIOR FEMALE ROLES ACROSS THE REGION. **GE'S GULF CEO IS AN EMIRATI WOMAN.**



AN INCREASE IN THE PIPELINE OF **SENIOR FEMALE TALENT**.



AN INCREASE IN **RETENTION RATES**.

HOW DID GE ACHIEVE SUCCESS IN THE REGION?



HIRING **HIGH ACHIEVERS**.



CREATING A **STRONG PERFORMANCE CULTURE**.



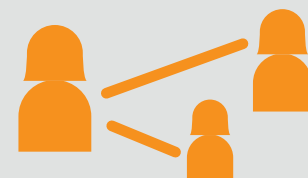
FOCUSING ON **CAREER PATHS AND DEVELOPMENT**.



INVESTING IN TARGETED **TRAINING PROGRAMMES**.



IMPLEMENTING **SUPPORTIVE POLICIES**.



PROVIDING **NETWORKING OPPORTUNITIES** IN THE REGION.



“Any success I have achieved would not have the same meaning if it did not contain some lasting benefit for future generations of Saudi businessmen and women.”


Suliman S. Olayan,
Founder(1999)

OLAYAN'S PERSPECTIVE ON DIVERSITY

ABOUT

 Diversified Conglomerate

 1947

 Riyadh, Saudi Arabia

 Private Enterprise

 > 15,000

The Olayan Group, a diversified conglomerate spanning three continents, has interests in more than 40 companies engaged in distribution, manufacturing and services. Its companies often operate in partnership with leading multinational or regional firms such as the Coca Cola Company and Baxter International.

The group is also one of the very few large private enterprises in Saudi Arabia led by a woman. Over the last 15 years it has put a lot of effort into increasing the number of women it employs. Growing and nurturing the careers of many young career-driven women in Saudi Arabia, The Olayan Group has firmly established itself as a preferred employer and a leading pioneer for female employment in the Kingdom and today has **increased the number of women in managerial or executive roles more than threefold** since the inception of its diversity effort in Saudi Arabia.

WHY DID THE COMPANY LEADERSHIP DECIDE TO PUT MORE FOCUS ON GENDER DIVERSITY?



TO DO THE RIGHT AND RESPONSIBLE THING

In line with the late Founder's vision.



TO PROVIDE CAREER OPTIONS TO LOCAL TALENTS IN DIVERSE SECTORS

Women are able to build a career in all industries Olayan operates in.



TO DIVERSIFY THE ROLES OF WOMEN IN EVERY INDUSTRY

Bring women into offices, factories, sales roles and field jobs.



TO TAP INTO A NEW TALENT POOL

Women in Saudi Arabia present a largely untapped pool of talent.

THE OLAYAN WAY: What has Olayan done in the region?

OLAYAN'S HISTORY OF DIVERSITY



1983

Lubna Olayan joins Olayan Financing Company (OFC) as the first woman. She will remain the only woman in the entire company for 18 years.

1986

Lubna Olayan becomes CEO and Deputy Chairperson of Olayan Financing Company.

2000

Lubna Olayan becomes CEO and Deputy Chairperson of the merged entities, Olayan Saudi Holding Company and Olayan Financing Company.

2001

The CEO hires the second female employee to lead the diversity effort.

Project ONWARD - Olayan National Woman Action for Recruitment and Development, is established. The objective of this initiative is to open up the doors of The Olayan Group in Saudi Arabia for women.

2004

Lubna Olayan joins the Board of Alawwal Bank (Saudi Hollandi Bank), becoming the first woman to hold a Board seat in a Saudi publicly traded company.

2011

The CEO creates the Olayan Women Network (OWN) Steering Committee to connect and engage female employees across the entire Group.

2012

The Steering Committee launches the Olayan Women Network (OWN) at the first OWN Annual Forum.

2013

The role of Head of Diversity is created, reporting to the CEO, to establish a focus on the employment and empowerment of women across the organisation. This was a unique role at the time, establishing the company as a pioneer in the area of diversity in the region.

2014

The Diversity Index and Diversity Index Award is introduced.

The "House of Diversity" strategy and framework is created and recognised as a Best Practice by the World Economic Forum.

2015

The OWN Recognition Award is introduced for high performing female employees.

2016

Olayan hosts the Group's first regional roundtable forum on women in leadership.

A HOLISTIC STRATEGY FRAMEWORK – THE ‘HOUSE OF DIVERSITY’



GOALS OF THE DIVERSITY STRATEGY

- To cultivate opportunities for women in the workplace.
- To facilitate gender diversity across all industries.
- To foster a healthy and professional work environment for Saudi women.
- To improve performance through a diversified workforce.

THE COMPONENTS OF THE DIVERSITY STRATEGY

The foundation:

PEOPLE – Determines who is responsible for shaping the strategy and who is impacted by it.

PROCESS – Refers to the policies and practices required to successfully implement the strategy.

PARTNERS – Refers to supporters of the diversity strategy within and outside the organisation.

PERFORMANCE – Defines how progress and impact are assessed.

The pillars:

EMPLOY – Create job opportunities for Saudi women across the entire organisation by:

- Improving job accessibility for women by removing barriers.
- Creating an inclusive work environment in which women feel comfortable.
- Setting targets to increase the talent pool across all levels.
- Utilising the management trainee programme to drive more top female talent into the organisation.

EMPOWER – Enable female talent and nurture their careers by:

- Monitoring promotions across all levels to ensure qualified women move up in the pipeline.
- Enhancing the skills of qualified female professionals through leadership programmes.
- Rolling out training programmes for female professionals as well as factory workers that address their specific needs and challenges.
- Introducing HR policies that support women in the workplace, such as policies on harassment prevention, inclusiveness and daycare.

ENGAGE – Actively engage with stakeholders and increase women employees' visibility by:

- Conducting regular visits to operating companies to discuss and agree on future plans as well as address any diversity challenges.
- Hosting an Annual Forum, where women across all operating companies have the opportunity to share their ambitions, successes and challenges with the CEO and executive management.
- Running Feedback Awareness and Networking Sessions (FANS) that combine networking and skill development. These inclusive sessions encourage participants to actively engage with each other and express their aspirations and concerns.

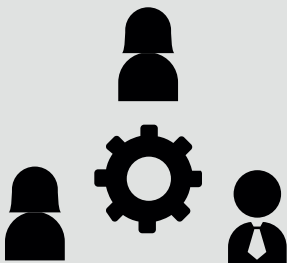
EVOLVE – Focus on continuous improvement and explore growth opportunities by:

- Tracking diversity performance through a Diversity Index. The Index forms the basis for the yearly Diversity Awards.
- Presenting a Diversity Award annually, which gives recognition to the best performing operating companies and encourage others to improve their own gender diversity performance.
- Recognising high-performing women in the company who also actively engage in diversity initiatives through the Olayan Women Network Recognition Award.
- Documenting and sharing performance, achievements and best practices.
- Tapping into new, evolving trends and piloting initiatives that expand on the potential of diversity.

“My vision is of a country with a prosperous and diversified economy in which any Saudi citizen, irrespective of gender, can find a job in the field for which he or she is best qualified.”

Lubna S. Olayan, CEO

MANAGING DIVERSITY AT THE OLAYAN GROUP



- **Driven by the CEO** - The CEO has the vision of creating opportunities in Olayan and throughout private sector in Saudi Arabia.
- **Spearheaded by a Diversity Team** - The Head of Diversity has designed the 'House of Diversity' strategy, vision and mission and is overseeing its practical implementation. She also chairs the Olayan Women Network Steering Committee and Advisory Board. She is supported by a dedicated Diversity Team who drives all diversity initiatives under the Olayan Women Network umbrella.
- **Supported by a Steering Committee and an Advisory Board**
 - o A Steering Committee with members of both genders, from different businesses, functions and experience levels who rotate regularly and are subject to a strict selection process as this role also serves as leadership development practice.
 - o An Advisory Board who act as consultants to the Steering Committee and assess the practicality of diversity initiatives.

“We are cultivating opportunities for women in all the sectors in which we operate and across all managerial levels.”

Hana AlSyead, Head of Diversity

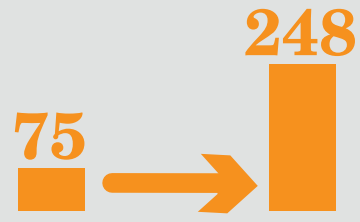
ACHIEVEMENTS



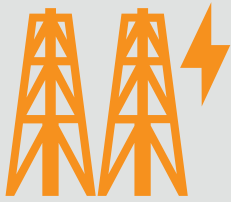
BEST PRACTICE RECOGNITION
BY THE WORLD ECONOMIC
FORUM IN DECEMBER 2013.

181%

**INCREASE IN THE NUMBER
OF WOMEN IN THE GROUP
BETWEEN 2013 AND 2016.**



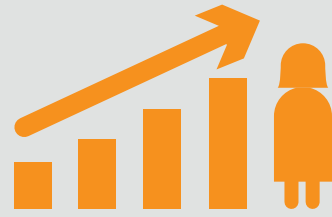
**INCREASED THE NUMBER OF
JOB ROLES AVAILABLE TO
WOMEN THREE-FOLD FROM 2013
TO 2016.**



**WOMEN WORK IN ALL
INDUSTRIES** IN WHICH THE
OLAYAN GROUP OPERATES.

41%

**OF YOUNG GRADUATE
MANAGEMENT, FINANCE AND
ENGINEERING TRAINEES IN
2016 ARE WOMEN.**



**THE NUMBER OF FEMALE
PROMOTIONS INCREASED SIX-
FOLD SINCE 2013.**

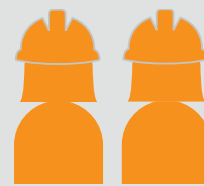
HOW DID OLAYAN ACHIEVE SUCCESS?



**MAKING DIVERSITY AND
INCLUSION A STRATEGIC
PRIORITY.**



**MAKING DIVERSITY AN
UBIQUITOUS TOPIC IN THE
ORGANISATION.**



**ENCOURAGING THE GENDER
DIVERSIFICATION OF
TRADITIONALLY MALE ROLES.**



**PROVIDING SUPPORT AND
CREATING DEVELOPMENT
OPPORTUNITIES.**



**BEING AN ADVOCATE IN THE
WIDER COMMUNITY.**



**PROACTIVELY ENGAGING
WOMEN AND MANAGEMENT.**



PEPSICO

“AMENA is a cradle of diversity with cultural diversity, a workforce growing in Millennials, Gen X, Gen Y and increasing number of women. Our vision is to ensure that this diversity is fully leveraged for talent and business growth.”

Pavan Bhatia
SVP and Chief HR Officer,
AMENA Sector

PEPSICO'S PERSPECTIVE ON DIVERSITY

ABOUT

 Snack Food and Beverages

 1898

 New York, USA

 Publicly Listed

 305,000

Originally founded in 1898 to produce Pepsi Cola, PepsiCo has grown into one of the largest food and beverage businesses in the world with a long standing presence in the Middle East.

Diversity has been a top priority for the global organisation as well as the regional operations for a long time and has been prioritised even further under its current CEO, Indra Nooyi. Today, **women account for around 30% of senior roles globally and in the Middle East region.**

WHY DID THE COMPANY LEADERSHIP DECIDE TO PUT MORE FOCUS ON GENDER DIVERSITY IN THE REGION?



TO INCREASE DIVERSITY AND INCLUSION

Diversity brings new perspectives into the workplace and encourages innovation, as well as the ability to identify new market opportunities.



TO OVERCOME SOCIETAL NORMS

Getting more women into senior positions in a region where this is not yet the norm.



TO CREATE A MORE BALANCED WORKPLACE

In line with PepsiCo's global commitment to gender parity.



TO REPRESENT CONSUMERS WITHIN THE COMPANY

50% of the world population are women and 70% of PepsiCo's shoppers are women. Female decision makers inside the organisation help to better understand the consumers and their needs.

THE PEPSICO WAY: What has PEPSICO done in the region?

'The trigger' - In the mid-2000's, the Regional Chief Human Resources Officer for the region was the only woman on the AMENA leadership team. This had to change.

In 2006, the first steps were taken to introduce a structured gender diversity initiative to increase the number of women across all levels of the organisation and more specifically at senior levels.

Based on an online survey and focus groups conducted among employees in the region, a tailor-made gender diversity and inclusion programme with four main focus areas was put in place:

IMPROVING WORK/LIFE QUALITY



1

Flexible Working Policies

Employee-manager discussion to define what flexibility means for the individual employee and identify the specific policies that will optimise work-life quality such as flexi-time, flexi-days, flexi-place, part-time working, summer hours and an extended 90 days maternity leave.

2

Employee Assistance Programme

Offering services including legal and financial advice and professional counselling for employees and their family members.

CREATING A CULTURE OF UNDERSTANDING BY SETTING THE RIGHT TONE



1

Tone-at-the-top

The senior leadership team clearly supports gender diversity.

2

Focus on Performance

Employees are provided flexibility of work location (home, office, different geography) along with adequate support ensuring high performance.

3

Speak-up line

Helps to ensure that the diversity culture is maintained across the company.

4

Breaking Bias

Training sessions on gender intelligence are given to both men and women, aimed specifically at countering gender bias.

CREATING OPPORTUNITIES FOR WOMEN



1

Mentoring

A mentoring programme is available to all women at managerial and senior levels. Initially following a formal structure, the mentoring programme will become semi-formal where 'natural' mentor-mentee relationships are favoured over forced relationships.

- The mentee can choose a mentor from a global pool of mentors.
- Interestingly, the programme facilitated 'reverse mentoring', i.e. male mentors get an understanding of the challenges faced by women.

2

Role Models

- Encouraging role models from the region - senior female executives are encouraged to support their younger female colleagues through coaching.
- Communicating success stories through the publication of books and blogs.

3

Gender Sensitive Recruitment

At least 25-50% of the candidates for each open position should be women. Recruitment firms have to provide CVs of women for each of the positions to be filled.

4

Support from Senior Management

- Gender diversity is discussed at every quarterly leadership meeting.
- Hiring and career progression for women is a part of the annual objectives of the leadership team and senior management.

5

Structured Career Planning

As part of the performance review process, a career planning discussion takes place twice a year. Line managers are encouraged to identify development opportunities and new roles.

6

Succession Planning

Female talent is included in the succession pipeline for senior roles.

7

Retention Efforts

Trying to understand why women want to leave the company at mid-career level and offering solutions to encourage them to stay.

8

Developing Internal Women Networks

Giving like-minded people the opportunity to exchange experiences and to share thoughts on the specific challenges they face (e.g. managing family and career, or making yourself heard in meetings).

9

Extensive Offering of Training Courses

- Tailored classroom training for specific positions.
- Access to a wide array of online courses via the PepsiCo Online University.

“The company that accommodates your passions, is the right company to work at”

Delel Chaabouni, CIO, Middle East & North Africa

COMMUNICATION



The communication aspect supports the above three focus areas of the diversity programme.

1

Business Case

Communicating the business case of gender diversity through the distribution of online and printed newsletters highlighting the importance of diversity, what it means in practice, successful examples and policy updates

2

Success Stories

Publication of two books titled *'Break the Ceiling Touch the Sky, Success Secrets of the World's Most Inspirational Women'* and *'The Sky's the Limit'* – both featuring the stories of role models from within and outside the company.

Similarly, senior role models in the regional organisation are encouraged to share their stories on PepsiCo's internal blog.

3

Senior Endorsement

General Managers and senior leadership actively spread the gender parity culture.

4

Share with the Wider Business Community

D&I (Diversity & Inclusion) programmes that have been successfully implemented are shared with the wider business community with the aim to advance women in the workplace within the region.

MANAGING DIVERSITY AT PEPSICO

- Diversity is a **key strategic priority** defined by PepsiCo's overall value statement. In particular, gender diversity – especially in senior roles – is a main focus area.
- The **D&I team oversees and monitors** the gender diversity effort in the region.

- A **Steering Committee** drives the D&I agenda across the entire regional organisation. The D&I agenda is set by the US headquarters, but all the programmes are adapted locally to respond more adequately to local requirements. In parallel, taskforces were set up to support some of the programmes on the ground.

EYE ON SAUDI ARABIA

2008

PepsiCo's operations in Saudi Arabia has two female employees.

Today

150 female employees (6.5% of all employees) of which five are in managerial positions

Hiring female local talent becomes a business imperative because PepsiCo estimates that there will not be sufficient male talent available in the coming years to fill every vacancy.

Solutions

PepsiCo has developed tailor-made gender diversity solutions to attract the best female talent and overcome remaining cultural challenges.

- **Behavioural training** to counter gender bias.
- **Investment in the workplace environment** and offering facilities to women such as:
 - separate office space
 - separate production lines (the company has two women-only lines)
 - transportation arrangements.
- **Discussion sessions** with a local or global role model or the General Manager. These are scheduled five times a year for local women to discuss career development, their work environment and thoughts about the company.
- **Held a Survey** – with 50 questions on organisational health including gender diversity aspects.
- **Hiring targets** for management positions. At least one local woman has to be shortlisted for each position.

ACHIEVEMENTS



HIGHER REPRESENTATION ON THE REGIONAL LEADERSHIP TEAM – AS OF 2016, THERE ARE **4 WOMEN OUT OF 12 ON THE LEADERSHIP TEAM.**



NUMBER OF **WOMEN INCREASED** FROM 5 TO 20% ACROSS ALL LEVELS IN THE AMEA SECTOR AS A DIRECT RESULT OF THE 2006 GENDER DIVERSITY INITIATIVE.



IMPROVED RETENTION - **PEPSICO'S SUPPORTING ENVIRONMENT FOR WOMEN** HAS PROVEN TO REDUCE ATTRITION RATES.

6.5%

ADAPTING TO THE LOCAL CULTURE – TODAY **6.5% OF PEPISCO'S** WORKFORCE IN SAUDI ARABIA ARE WOMEN.



MAKING SURE THAT **FEMALE TALENT IS DEVELOPED** AT THE SAME SPEED AS MALE TALENT.

HOW DID PEPISCO ACHIEVE SUCCESS IN THE REGION?



CREATING A **MOTIVATING WORKPLACE** WITH CHALLENGING ASSIGNMENTS.



PROVIDING EMPLOYEES WITH FLEXIBILITY AND SUPPORT ENABLING THE **INTEGRATION OF WORK AND LIFE.**



COMMUNICATING **INSPIRATIONAL SUCCESS STORIES** OF SENIOR WOMEN ACROSS THE ORGANISATION.



DEVELOPING A MENTORSHIP PROGRAMME AND ENCOURAGING SENIOR WOMEN TO **SUPPORT** THEIR **YOUNGER PEERS.**



DEVELOPING INITIATIVES AIMED AT **REDUCING BIASES** ACROSS THE ORGANISATION.



INTRODUCING **HIRING TARGETS** AND INCLUDING DIVERSITY IN THE PERFORMANCE TARGETS.



شركة تنميه نفط عمان
Petroleum Development Oman

“Perseverance with the gender inclusion agenda is a necessity, especially in relatively reserved Arabian Gulf cultures where we need to raise more awareness on women in the work place.”

Intisar Al Kindy,
Director of Exploration


PDO'S PERSPECTIVE ON DIVERSITY

ABOUT

 Oil & Gas

 1937

 Muscat, Oman

 Part Government Owned Corporation

 8,000 (2015)

Petroleum Development Oman (PDO) is Oman's leading oil & gas exploration and production company, accounting for more than 70% of the country's crude oil production and nearly all of its natural gas supply.

PDO has had women in senior positions from as early as 30 years ago, when its joint venture partner Shell sent several senior female executives to the Sultanate who served as role models for Omani women in the company. This long tradition of having women in senior roles, the company's strategic focus on gender balance and the fact that **over 30% of the senior leadership team are Omani women** have made PDO the employer of choice for female engineering graduates in Oman.

WHY DID THE COMPANY LEADERSHIP DECIDE TO PUT MORE FOCUS ON GENDER DIVERSITY?



TO ATTRACT MORE WOMEN TO THE OIL & GAS SECTOR

This sector generally appeals less to women.



TO HIRE AND RETAIN WOMEN AND SUPPORT THEIR CAREERS

Particularly at the mid to senior level, a gap of senior female talent has been identified.



TO OVERCOME LOCAL PERCEPTIONS

Women are traditionally expected to work in caregiving roles rather than pursue technical careers.



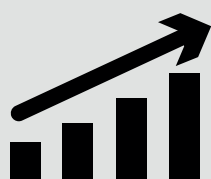
TO REMOVE GENDER BIASES AND BARRIERS FOR WOMEN ACROSS THE ENTIRE ORGANISATION

There is a particular focus on middle management.

THE PDO WAY: What has PDO done in Oman?

For PDO, gender balance programmes have two distinct aims: creating a **balanced and inclusive culture within the organisation** and at the same time **setting female talent up for success**. This is achieved through the following programmes:

STRATEGIC TALENT PIPELINE DEVELOPMENT PROGRAMME



The most effective aspect of promoting women to the most senior positions in the company has been the support the leadership has provided to a **select group of high performers**. Initially an informal programme, it has since been formalised.

- The programme **retains and grows top talent individually**, to become senior leaders.
- The programme, even though it caters to both genders, has proven to be effective for female top talent, as it **helps to overcome issues** such as work-life balance, **unclear career paths and lack of visibility**, while bringing exposure to key projects and roles.
- The talent pipeline currently consists of **120** carefully chosen employees from **middle to senior management** of which **10% are women**. The leadership has taken the decision to **increase the number of women** in the programme. Based on the female talent funnel and our D&I support programmes we confidently expect this percentage to more than triple within the next 10 years.
- The performance and career evolution of this group is closely **monitored**.
- The group is given opportunities and **stretch assignments** such as overseas assignments, or roles in different business units.

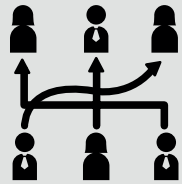
- The group participates in specific **training courses**.
- Each individual benefits from **increased visibility**:
 - **Executive meetings** – the careers of two or three people from this talent pool are discussed weekly at the senior executive meeting. This facilitates **exposure** to senior management and provides the individual with invaluable development **feedback**.
 - **Face-to-face meetings** – the talent pool has the opportunity to regularly **meet with the Managing Director** to discuss career aspirations, interests, challenges, successes and potential issues.
- The increased focus on the talent pool also brings out **potential gender biases** that might still persist across the organisation.
- This programme has been made a **top priority** for the Executive Team.

CULTURE OF SUPPORT



Considerable effort is put into creating a supportive work environment, enabling employees to focus on their work performance. This includes flexible work and part-time options for employees with children.

SUCCESSION PLANNING



For senior leadership roles and critical positions, several candidates are identified as potential successors, always ensuring to include suitable female candidates in the selection process.

REMOVING BARRIERS



Remaining barriers to the career progression of women are identified through employee surveys and face-to-face interaction and then directly addressed through initiatives such as targeted gender bias training for the middle management.

MENTORING CIRCLES AND THE HAWA WOMEN NETWORK

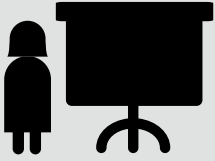


Women are given the opportunity to regularly network, exchange experiences and discuss successes and challenges with colleagues, including senior female leaders. These women network's activities include coaching for women (such as presentation skills, how to speak up in meetings and confidence building) and presentation from external speakers.

“Very diverse and inclusive teams drive high performance because all feel valued.”

Raoul Restucci, Managing Director

TRAINING AND DEVELOPMENT



PDO employees can choose from a wide range of training and leadership development programmes. Most programmes, provided by Shell and adapted to local requirements, cater to both women and men, but there is also a range of programmes specifically designed for women.

WOMEN-FRIENDLY FACILITIES



Making facilities more women-friendly, both in the office and the field (including dedicated timings for ladies in the company gym and pool, secured ladies' accommodation and lounge area for women in the field).

FIELD PROGRAMME

In the past, women engineers did not spend any time on oil fields, preventing them from gaining the relevant experience required for their advancement.

To address this situation, PDO developed a **three-year field-based development programme for women** to enable female operators to gain experience while working on remote oil fields. PDO invested in special accommodation and facilities enabling female operators to work in such environments. One of the

challenges was to get the buy-in from field managers who sometimes simply did not want to have women onsite. These managers were coached to adapt to the new situation. If resistance remained, the company would go as far as removing the employee from their post illustrating the strategic importance of the field programme.

15 women are selected for each programme cycle.

The **support from female directors** has been crucial to the programme's success.

In case any issues arise, each of the female field engineers has a 'buddy' who is reachable 24/7 and a female director has been assigned as **programme mentor**.

A **family day** is organised to give family members and spouses the opportunity to visit the workplace and accommodation.

Once they complete the programme the women usually continue their careers as **technical operations professionals** at PDO's headquarters.

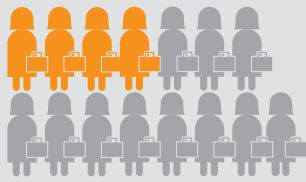
MANAGING DIVERSITY AT PDO

- The first **Diversity & Inclusion (D&I) team** was put in place in the late 1990s. It has been made a strategic priority in 2015, with significant investment in people, training and time to support it.
- The 9-people team **directly reports to the Managing Director** and the Head of D&I is part of the senior leadership team. The goal is to establish a healthy work environment free of harassment and discrimination. The team's mission is to elevate the status of D&I in the company, to underline the benefits of employee

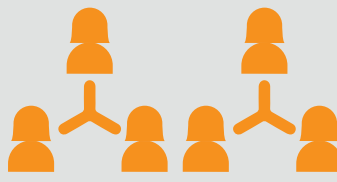
diversity, the importance of an inclusive and supportive work environment and the positive impact on business performance.

- Together with the People Team, the D&I Team regularly carries out a **survey of the work environment**, which also seeks to identify remaining biases that exist and grievances of women. PDO also assesses its contractors' D&I effort.

ACHIEVEMENTS



4 OUT OF 15 DIRECTORS ON THE SENIOR LEADERSHIP TEAM ARE WOMEN.



THERE IS A BALANCED FEMALE TALENT POOL AT JUNIOR AND MID-CAREER LEVELS.



FEMALE DIRECTORS ARE IN TECHNICAL AND NON-TECHNICAL ROLES, SENDING AN IMPORTANT MESSAGE: A WOMAN CAN MAKE IT TO THE TOP REGARDLESS OF THE TYPE OF ROLE.

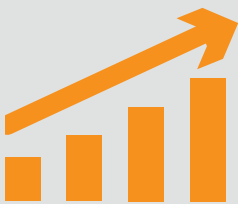


THE LAUNCH OF A SUCCESSFUL FIELD PROGRAMME FOR FEMALE WELL ENGINEERS IN OMANI OIL FIELDS.



TODAY THE COMPANY HAS A 50:50 GENDER RATIO OF ENTRY LEVEL PETROLEUM ENGINEERS AND ALSO EMPLOYED AND TRAINED THE FIRST FEMALE OMANI DRILLER.

HOW DID PDO ACHIEVE SUCCESS IN THE REGION?



IMPLEMENTING A STRATEGIC TALENT PIPELINE PROGRAMME PROVIDING TOP TALENT WITH INDIVIDUAL SUPPORT HELPING THEIR GROWTH.



SETTING EMPLOYEES UP FOR SUCCESS BY PROVIDING SUPPORT.



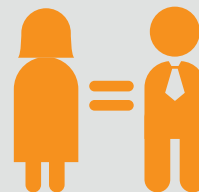
TAKING THE LONG TERM VIEW AND INVESTING IN DIVERSITY.



HAVING ROLE MODELS WHO SHARE EXPERIENCES.



BUILDING A REPUTATION FOR DIVERSITY IN THE MARKET TO ATTRACT MORE LOCAL FEMALE TALENT.



SYSTEMATICALLY ELIMINATING BIASES.

32

About the
Pearl Initiative

ABOUT THE PEARL INITIATIVE

OUR PURPOSE

Creating a Corporate Culture of Accountability and Transparency in the Gulf Region

Founded in 2010, the Pearl Initiative works across the Gulf Region to improve corporate accountability and transparency. It is a regionally-focused growing network of business leaders committed to driving joint action, exhibiting positive leadership and sharing knowledge and experience, in order to positively influence the entire regional business and student community towards implementing higher standards.

STRATEGIC PARTNERSHIPS

ESTABLISHED IN COOPERATION WITH THE UNITED NATIONS OFFICE FOR PARTNERSHIPS.

STRATEGIC PARTNERSHIP WITH THE UNITED NATIONS GLOBAL COMPACT.

KEY CHARACTERISTICS

- ✓ GULF REGION FOCUS
- ✓ COMPETITIVENESS-DRIVE
- ✓ NON-PROFIT INDEPENDENT ORGANISATION
- ✓ CREATED BY GULF BUSINESS, FOR GULF BUSINESS

ACTIVITIES



PROGRAMMES AND RESEARCH



INTERACTIVE FORUMS



UNIVERSITY COLLABORATIONS

KEY TOPICS OF INTEREST



CORPORATE GOVERNANCE
360



ANTI-CORRUPTION BEST PRACTICES



DIVERSITY IN BUSINESS LEADERSHIP



CORPORATE REPORTING BEST PRACTICES

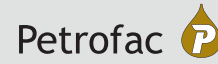


ETHICAL LEADERSHIP DEVELOPMENT

OUR PARTNER COMPANIES (As of January 2017)



Al Jomaih Group of Companies

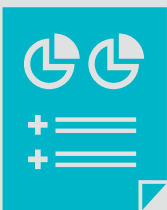


PRESENCE



The Pearl Initiative is working across the Gulf Region of the Middle East.

KEY ACHIEVEMENTS



10
Regional insight reports.



6,253
University students reached through our workshops and case study competitions.



30
Universities engaged across the Gulf Region.



69
Roundtable forums across the region.



5,869
Business leader participants in our forums.



205
High-level regional and international speakers.

