



PEARL INITIATIVE ANNUAL REPORT 2014

Pearl Initiative

PO Box 26666
Sharjah
United Arab Emirates

Tel: +971 6 515 4605
Fax: +971 6 515 4066

enquiries@pearlinitiative.org
www.pearlinitiative.org

TABLE OF CONTENTS

Founder's Message	p2
Executive Director's Message	p3
About the Pearl Initiative	p4
Our Activities	p8
Our Governance	p10
Our Financial Summary	p12
Our Stakeholders	p16
Our Impact In 2014 by Numbers	p20
Programme Highlights	p22
Event Highlights	p26
University Collaboration Highlights	p28
Our Partners	p30
Looking Forward	p32

FOUNDER'S MESSAGE



BADR JAFAR
FOUNDER & CHAIR OF
EXECUTIVE COMMITTEE
PEARL INITIATIVE

"I would like to thank the Board of Governors of the Pearl Initiative for their leadership, and for contributing their valuable time, advice and personal efforts."



2014 was another successful year for the Pearl Initiative, one which saw the organisation firmly establish itself as the Region's leading, independent, not-for-profit, by-business for-business organisation working to improve corporate accountability, governance and transparency.

Ever since the Pearl Initiative was founded in 2010 in cooperation with the United Nations Office for Partnership, we have been committed to positively influencing business and student communities across the entire Gulf Region towards implementing higher standards in corporate governance, anti-corruption, ethical business, leadership gender diversity and reporting.

The founding principle of the Pearl Initiative is that accountable and well-governed companies are the most competitive and successful, and together form a fundamental building block of a sustainable regional economy and society. Healthy companies catalyse employment, and in turn strong economies provide further opportunities. These are the real drivers of social and economic sustainability.

I would like to thank the Board of Governors of the Pearl Initiative for their leadership, and for contributing their valuable time, advice and personal efforts.

Sincere recognition is also due to the Partner Companies of the Pearl Initiative, who have made the organisation the success it is through their unwavering support, partnership and commitment.

Badr Jafar
Founder & Chair of Executive Committee
Pearl Initiative

EXECUTIVE DIRECTOR'S MESSAGE



IMELDA DUNLOP
EXECUTIVE DIRECTOR
PEARL INITIATIVE

I would like to thank the United Nations Office for Partnerships, the United Nations Global Compact, and all our Programme Partners and Partner Companies, for their commitment, support and subject matter expertise."



I am delighted to present the first full Annual Report of the Pearl Initiative, including an independent financial audit, for the calendar year 2014.

This Report represents an initial step in our commitment to demonstrate the benefits of good governance, accountability and transparency in not-for-profit organisations, as well as in business. Moving forward, we intend to progress this in future Annual Reports through developing a rigorous system for measuring and reporting on the impact of Pearl Initiative programmes.

2014 has been another busy year for the Pearl Initiative as we further ramped up our efforts and deliverables, all aimed at deepening a corporate culture of accountability, transparency and governance across the Gulf Region.

During 2014, the Pearl Initiative carried out its objectives through delivering an impressive number of practical Regional Insights, Case Studies and Research-based Reports, Task Force Initiatives, Interactive Roundtable Forums and University Collaborations to enhance the capabilities of future business leaders.

During 2014, we held 23 roundtable forums across the Gulf Region, in which over 2000 business, government and civil society leaders participated – on important issues including anti-corruption, integrated reporting, good governance in family firms, and women in business. We published 3 research-based regional insight reports, on the topics of governance in GCC family firms, integrity and towards integrated reporting. And we reached over 1,500 students at over 20 regional universities, through our student competitions and workshops.

I would like to thank the United Nations Office for Partnerships, the United Nations Global Compact, and all our Programme Partners and Partner Companies, for their commitment, support and subject matter expertise.

I would also like to thank the Pearl Initiative team for the dedication, talent and focused effort they demonstrate in their work. This is what enables us, as a small organisation, to continue to deliver significant outcomes.

Imelda Dunlop
Executive Director
Pearl Initiative

ABOUT THE PEARL INITIATIVE

Since inception in



the Pearl Initiative has been creating a corporate culture of accountability and transparency in the region.

The Pearl Initiative is the leading independent, not-for-profit, by-business for-business organisation working across the Gulf Region of the Middle East to positively influence and improve corporate accountability, transparency and governance.

Founded in cooperation with the UN Office for Partnerships in 2010, the Pearl Initiative and the United Nations Global Compact drive joint programmes as part of their strategic partnership, in order to advance the adoption of the "Ten Principles" by the private sector within the Gulf Region.



The Pearl Initiative delivers:



**Regional Insights,
Case Studies
and Research-based
Reports**



**Interactive
Roundtable
Forums across the
Gulf Region**



**University
Collaborations**

With its growing network of partner companies, the Pearl Initiative is 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 in corporate governance, anti-corruption, leadership gender diversity, integrity and reporting.



The Pearl Initiative's key areas of focus in 2014:



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

With the aim of driving forward a culture of corporate governance, transparency and accountability in the Gulf Region of the Middle East, the Pearl Initiative runs ongoing activities, programmes and events in all major cities across the countries of the Gulf Cooperation Council (GCC).



One of the Pearl Initiative's key strategic partners is the United Nations Global Compact. The strategic partnership leverages international and regional expertise in order to combine global best practices with locally relevant imperatives. Through collaborative stakeholder engagement and joint corporate action, the partnership has a positive impact on the business environment and fosters competitive economic growth, sustainable social development and job creation.

In addition, the Pearl Initiative works closely with a multitude of organisations and initiatives across the GCC and MENA region including:

- Accounting for Sustainability (A4S)
- Arab International Women's Forum
- Association of Chartered Certified Accountants (ACCA)
- Global Child Forum
- International Integrated Reporting Council (IIRC)
- King Khalid Foundation
- Nazaha (Saudi National Anti-Corruption Commission)
- The Organisation for Economic Cooperation and Development (OECD)
- Tharawat Family Business Forum
- Transparency International
- UNICEF
- United Nations Global Compact
- United Nations Office for Partnership
- World Economic Forum



About this Report's Scope and Boundary

This report provides summary descriptions of activities organised and supported by the Pearl Initiative during the year 2014. This report is restricted to the Pearl Initiative's activities and events in the Gulf Region.

Frequency:

This report is published annually.

Previous report:

Pearl Initiative Activity Report 2012 - 2013

OUR ACTIVITIES

This report highlights the Pearl Initiative's work across the three main areas of its activities



1. Regional Insight and Case Studies

In order to overcome the lack of credible insightful regionally-led research into corporate governance and good business practices, the Pearl Initiative drives regionally-focused case studies and research-based reports in areas such as anti-corruption, good corporate governance, business ethics, and integrated reporting.

The reports are distributed freely across the region and internationally. The generation of this new insight fosters greater understanding of the business case, issues and trends associated with corporate accountability and transparency.



2. Interactive Roundtable Forums

The Pearl Initiative convenes business, government and civil society decision makers at the highest levels, as well as at the operational levels, in dialogue forums and capability-building seminars. Events are held regularly on all topics associated with corporate accountability and transparency, and in every major city right across the Gulf Region.



3. University Collaborations

University collaborations help build the capacity of future leaders to make a difference in creating a culture of accountability and transparency. The Pearl Initiative holds interactive workshops and run competitions for students across the Gulf Region, to bring topics of integrity, reporting, sustainability, governance and compliance to life.



OUR GOVERNANCE

The Pearl Initiative is honoured that our Founding Patron is His Highness Dr Sheikh Sultan Bin Mohamad Al-Qasimi, Member of the Supreme Council of UAE and Ruler of Sharjah.

Board of Governors

The Pearl Initiative Board of Governors meets regularly at locations across the Gulf Region. The members of the Board of Governors are prominent business leaders from across the Gulf Region and they contribute their time on a voluntary basis, in order to oversee the strategy and direction of the Pearl Initiative.

Chairman: Hamid Dhiya Jafar, *Crescent Group*

Vice-Chairman: Abdulaziz H. Aljomaih, *Aljomaih Group*

Vice-Chairman: Riad Al Sadiq, *Al Habtoor Leighton Group*

Abdulaziz Al Sowailim, *EY*

Abdulla Mazrui, *Mazrui Holdings*

Arif Naqvi, *Abraaj Group*

Amir Dossal, *Global Partnerships Forum*

Badr Jafar, *Crescent Enterprises*

Fadi Ghandour, *Aramex*

Fahad Al Turki, *ATCO Group*

Hani Ashkar, *PwC*

Helal Saeed Almarri, *Dubai Department of Tourism and Commerce Marketing (DTCM)*

Iyad Malas, *Majid Al Futtaim*

Jamal Fakhro, *KPMG*

Khalid Al-Rajhi, *Rajhi Partners*

Sheikh Dr. Khalid Bin Thani Bin Abdulla Al-Thani, *Qatar International Islamic Bank*

Rashad M. Al Zubair, *Zubair Corporation*

Samer Khoury, *Consolidated Contractors Company (CCC)*

Varouj Nerguizian, *Bank of Sharjah*

Sheikha Hanadi Bint Nasser Khaled Al Thani, *Amwal**



Board meetings held in 2014

10 & 11 January 2014
Oman

27 April 2014
Dubai

15 November 2014
Conference Call

*Joined the Board in May 2015.

Executive Committee

The Pearl Initiative Executive Committee (ExCom) meets at least every three months and is the decision-making body that directs the organisation's ongoing operational activities.

Executive Committee

Badr Jafar
CEO, *Crescent Enterprises*

Amir Dossal
Founder, *Global Partnerships Forum*

Imelda Dunlop
Executive Director, *Pearl Initiative*

ExCom meetings held in 2014

14 February 2014

8 April 2014

2 July 2014

9 September 2014

22 October 2014



Integration Board

The Pearl Initiative Integration Board was formed in June 2013 and meets at least twice a year. All Pearl Initiative Partner Companies are invited to nominate an executive to occupy one seat on the Integration Board.

The Integration Board is an effective vehicle for partner companies to provide input on the direction and activities of the Pearl Initiative, be it in events, research programmes or media activities. Importantly, it also facilitates the cross-fertilisation of ideas, experiences and opportunities across the community of partner companies. Ultimately, it ensures that the Pearl Initiative is delivering programmes that optimise value to the regional business community and partner companies.

Integration Board meetings held in 2014

12 March 2014

12 November 2014

OUR FINANCIAL SUMMARY

As an independent not-for-profit organisation, the Pearl Initiative annual budget consists of the committed annual contribution of our partner companies and this funds all our activities. Pearl Initiative financial statements are audited by Crowe Horwath.

Principal Accounting Policies

Legal Status

Pearl Initiative Inc. was incorporated on 10 December 2010 as a Not-For-Profit Corporation under section 402 of the Not-For-Profit Corporation Law of the State of New York. The management and control of the entity are vested with the Board of Governors.

Basis of Preparation

The financial statements have been prepared in accordance with and comply with International Financial Reporting Standards (IFRS) and IFRS Interpretations committee (IFRIC) interpretations as issued by International Accounting Standards board (IASB). The financial statements have been prepared in accordance with the historical cost convention. The Statements provided in this Report serve as a summary of the full Audited Financial Statements.

Foreign Currency

Since most of the entities' transactions are in United States Dollar (USD), or a currency pegged to the USD, the functional currency of the entity is the USD. Assets and Liabilities in foreign currencies are translated to USD at the rate of exchange ruling at the Statement of Financial Position Date. Transactions in foreign currencies are translated into USD at the rate of exchange prevailing on the date of the transaction.

Liabilities

Financial liabilities are classified according to contractual

agreements entered into and the definition of financial liability. All financial liabilities are recognised initially at fair value and are the net of directly attributable transaction costs. Payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Other payables are recognised initially at fair value and subsequently are measured at amortised cost using the effective interest method.

Contributions and Sponsorships

Contributions and sponsorships are recognised when it is probable the economic benefit will flow to the entity, and can be measured reliably. Contributions and sponsorships are recognised as per contractual arrangement with partners and in the relevant accounting period.

Financial Risk Management

The entity's management set out the overall business strategies and its risk management philosophy. The entity's overall financial risk management program seeks to minimise potential adverse effects on the financial performance of the entity. The entity policies cover specific areas such as market risk (including foreign exchange risk, interest rate risk), liquidity risk, and credit risk. Periodic reviews are undertaken to ensure that the entity's policy guidelines are complied with.

There has been no change to the entity's exposure to these financial risks or the manner in which it manages and measures risk.

Independent Auditors' Report

We have audited the accompanying financial statements of Pearl Initiative Inc., (the entity) which comprise the statement of financial position as at 31 December 2014, and statement of comprehensive income, statement of changes in reserves and statement of cash flows for year then ended and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Pearl Initiative Inc. as at 31 December 2014 and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

Report on other legal and regulatory requirements

We further confirm that

1. We have obtained all the information and explanations which are considered necessary for our audit.
2. Proper books of accounts have been maintained by the Entity.
3. According to the information made available to us, we are not aware of any contraventions during the year of the applicable laws; which might have materially affected the financial position of the Entity as at 31 December 2014 or the financial result of its operations for the year then ended.

**For Horwath Mak
James Mathew FCA, CPA(USA)
Managing Partner**

Full audited financial statements signed by James Mathews, FCA with Crowe Horwath are available upon request.



FINANCIAL
POSITION

Statement of Financial Position

As of 31 December 2014, in USD

ASSETS	
Current Assets	509,281
Total Assets	509,281
LIABILITIES	
Non-current Liabilities	127,424
Current Liabilities	580,111
Total Liabilities	707,535
NET ASSETS	(198,254)

Statement of Financial Activities

1 January – 31 December 2014, in USD

Contributions and Sponsorships	954,698
Programme Services and Administrative Expenses	(872,022)
Excess of Contributions and Sponsorships over Expenses	82,676
Other Comprehensive Income	—
Total Comprehensive Surplus for the Year	82,676

OUR STAKEHOLDERS

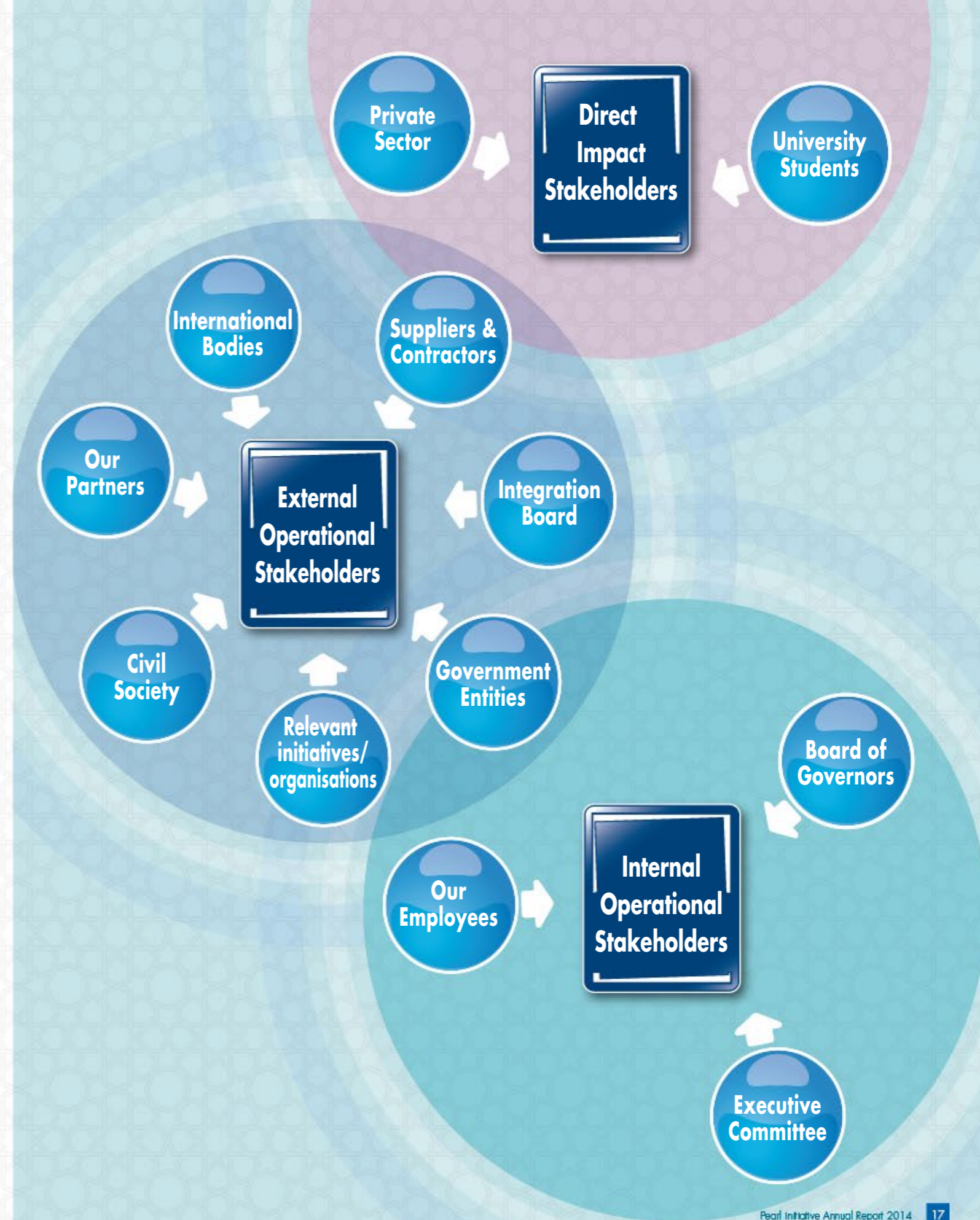
The Pearl Initiative has a large number of internal and external stakeholders who are involved at the strategic, operational and programme-impact level. These stakeholder groups are affected by our operations and activities or are inputting to our operations and activities. They have been identified through internal procedures including the Pearl Initiative's team and ExCom Committee. The following are our main stakeholder groups according to their level of engagement:



1. Internal Operational Stakeholders, are made up of the Pearl Initiative's employees, Board of Governors and Executive Committee. The Board of Governors and Executive Committee oversee our strategy, plans, operations and programmes.

2. External Operational Stakeholders, are often key to the delivery of our outreach programmes and activities. Stakeholder groups in this category include partner companies, government entities, relevant initiatives and organisations, international bodies and civil society.

3. Direct Impact Stakeholders, are the stakeholder groups who have direct impact or are directly impacted by our operations, programmes and services.



The table below illustrates our engagement with our main stakeholder groups. This includes engagement, stakeholders' issues and needs, and our approach in response to the issues and needs of each group.

Stakeholder Group	Engagement	Stakeholder Issues & Needs	Pearl Initiative's Approach
Private Sector	<ul style="list-style-type: none"> Regular Interactive Roundtable Forums Ongoing Programmes and Reports Social Media and Press Communication Quarterly Newsletters Website 	<p>Increase awareness and adoption of good business practices in order to:</p> <ul style="list-style-type: none"> enable business to mitigate risks and attract investment, business partners and best employees, drive innovation, value/job creation and sustainable regional economic growth. 	<p>Use the Initiative's programmes and activities as a vehicle for the Gulf business community to:</p> <ul style="list-style-type: none"> take a lead in adopting higher standards in corporate accountability, transparency and governance, demonstrate the business case for doing so in order to positively influence the entire regional business community.
University Students	<ul style="list-style-type: none"> Workshops and Seminars Annual Case Study Competitions Social Media and Press Communication Website 	<ul style="list-style-type: none"> Better understanding of the business world and the importance of corporate governance to the sustainability of business. Access to relevant local success stories, role models and studying material. Better preparation for entering the world of commerce, with the practical application of ethics and values at the heart of their business education. 	<p>Providing university students across the region the opportunity to gain experience by participating in:</p> <ul style="list-style-type: none"> interactive seminars, workshops & discussions with regional and international business leaders inspiring Case Study Competitions which also provides them with relevant local case studies to be used as teaching material.
Our Partners	<ul style="list-style-type: none"> MOUs and Agreements Interactive Roundtable Forums Social Media and Press Communication Website Monthly Newsletters Meetings 	<ul style="list-style-type: none"> Leading the way in raising the bar on business standards and good practices. Leave a legacy for the development of university students, the entrepreneurs and business leaders of the future. Provide direction and input to the Pearl Initiative's strategies, plans and activities. 	<ul style="list-style-type: none"> Providing our partners with upfront activity plans and invitations for executives to participate in various activities, right across the GCC and internationally. Offering opportunities to participate in practical executive training programmes on topics of interest from leadership, integrity and governance to risk, compliance, anti-corruption and integrated reporting. Getting privileged access to a community and conduit to the latest insight, tools, resources, trends, research and analysis.

Stakeholder Group	Engagement	Stakeholder Issues & Needs	Pearl Initiative's Approach
International Bodies	<ul style="list-style-type: none"> MOUs and Agreements Collaboration in Roundtable Forums Collaboration in Research and Reports Social Media and Press Communication Website 	<ul style="list-style-type: none"> Reaching out to the business community in the region to raise its awareness of the latest international business good practices in areas of accountability, governance and transparency. Gaining insights on the challenges and relevant accomplishments of the region's business community. 	<p>Through constructive collaborations, the Initiative's programmes, activities and university collaborations is used as a vehicle to reach out to the regional business community and raise awareness of common topics of interest.</p>
Suppliers & Contractors	<ul style="list-style-type: none"> Contracts SLAs 	<ul style="list-style-type: none"> Transparency, timely payment, fair bidding process. 	<ul style="list-style-type: none"> Transparent and standardized process. Honoring commitments.
Government Entities	<ul style="list-style-type: none"> Interactive Forums Meetings 	<ul style="list-style-type: none"> Collaborative dialogue on common issues 	<ul style="list-style-type: none"> Share platforms on topics of interest at Pearl Initiative and other events.
Relevant Initiatives/ Organisations/ Civil Society	<ul style="list-style-type: none"> MOUs and Agreements Collaboration in Roundtable Forums Collaboration in Research and Reports Social Media and Press Communication Website 	<ul style="list-style-type: none"> Knowledge sharing and collaboration on various activities to maximize impact and increase reach. 	<ul style="list-style-type: none"> Open knowledge sharing and collaboration on common topics of interest Invitations to relevant events
Our Employees	<ul style="list-style-type: none"> Formal and informal meetings Social Events Sharepoint tool 	<ul style="list-style-type: none"> Career development, benefits, salary, timely payment, training, and transparency. 	<ul style="list-style-type: none"> Continuous investment in the team by regularly conducting necessary development review, appraisals, and health management system.
Integration Board	<ul style="list-style-type: none"> Meetings Reports and minutes of meetings 	<ul style="list-style-type: none"> Provide input on the direction and activities of the Pearl Initiative. Enable the cross-fertilisation of ideas, experiences and opportunities across the community of Partner Companies. 	<ul style="list-style-type: none"> Continuous investment in the team by regularly conducting necessary development review, appraisals, and health management system.
Board of Governors	<ul style="list-style-type: none"> Biannual Meeting Reports and minutes of meetings 	<ul style="list-style-type: none"> Volunteer to oversee the strategy and direction of the Pearl Initiative. Lead the progress of change. 	<ul style="list-style-type: none"> Include input and insights in planning of the Pearl Initiative's various activities. Report progress and achievements.
Executive Committee	<ul style="list-style-type: none"> Quarterly Meetings Reports and minutes of meetings 	<ul style="list-style-type: none"> Provide input, approval and follow up on operational issues. 	<ul style="list-style-type: none"> Include input and insights in planning of the Pearl Initiative's various activities. Report progress and achievements.

OUR IMPACT IN 2014 BY NUMBERS

375
Press Articles



23
Roundtable
Forums across
the region



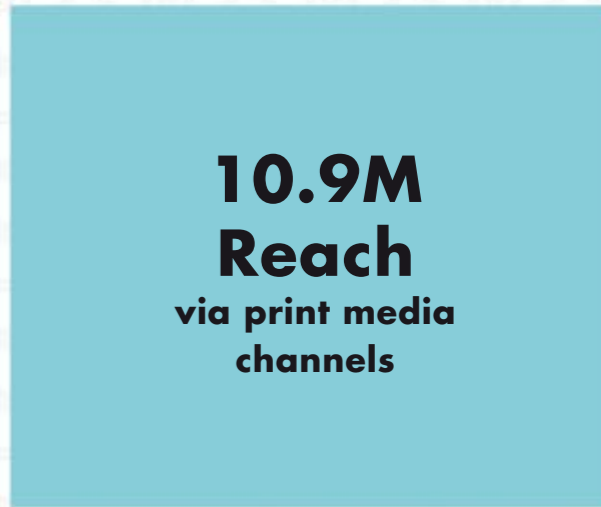
2035
Business
leaders
participated



21 GCC
Universities
engaged



**40 Partner
Companies**



10.9M
Reach
via print media
channels

1520
Students
reached

\$1.43M
Advertising
Value Equivalency
(AVE)



3
Insight
Reports

PROGRAMME HIGHLIGHTS

Pearl Initiative Programmes in 2014 have continued to focus on the core business topics of accountability, transparency and corporate governance.

In 2014, our Programme effort sustained its focus on researching, publishing and spreading regionally relevant corporate good practice case studies. The objective behind these publications is to influence the thinking and behaviour of the wider business community towards adopting higher standards themselves, and to build an increasing knowledge base of regional case studies for use as teaching material in universities across the region.

We believe that it is important to involve University students in our Programmes whenever possible, through internships, projects, competitions and workshops.

Research Reports and Case Studies

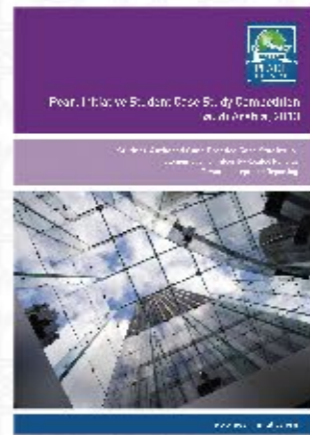
All Pearl Initiative regionally-focused good practice case studies, research-based reports and thought leadership insights are distributed widely and freely across the region and internationally; and are downloadable at no cost from the Pearl Initiative website.



Pearl Initiative Series on GCC Corporate Good Practice Case Studies



2012



2013



2014

The Pearl Initiative continued involving university students in researching and writing examples of good practice experiences within organisations in the region. The reports cover implementation of integrity-related policies and integrated reporting.

In 2014, the Pearl Initiative published its Student Case Study Competition Report - UAE, which consists of the best student-authored case studies of corporate good practices in accountability and transparency from the Pearl Initiative 2014 UAE Student Case Study Competition.

In 2014, the Pearl Initiative had

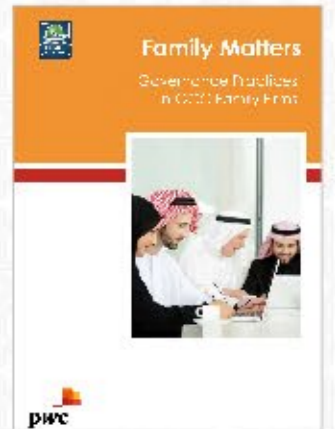


Sectors covered in the Case Studies

Financial Services, Banking, Hospitality, Automotive, Leasing, Real Estate, Education, Publishing, Oil & Gas, Environmental Services and Waste Management.

Pearl Initiative Series on Governance Practices in GCC Family Firms

Family businesses are the most consistent job creators in today's economy and their sustainability and growth is critical to the whole region. At the Pearl Initiative, it is our belief that good corporate governance, based on values of accountability and transparency, makes sound business sense and is fundamental to fostering future competitive economic growth, spurring job creation and enhancing sustainable development across the Gulf Region and beyond. The Pearl Initiative focuses on the business case for long-term value creation through the adoption of best governance practices in family firms.



2013



2014

The first Pearl Initiative Report in the series on Governance in GCC Family Firms was launched in January 2013 in collaboration with PwC. The report entitled (Family Matters: Governance Practices in GCC Family Firms) aims to raise awareness and understanding on governance issues, trends and existing practices in GCC family firms and enable family firms to benchmark their own business against others in the region.

In 2014, the Pearl Initiative in collaboration with Tharawat Family Business Forum has published another joint research report on Governance in family firms in the Middle East. The report features five case studies on leading family businesses and their good governance practices.



Diversity in Leadership Teams in the Gulf Region

In 2014, the Pearl Initiative, in partnership with the Sharjah Businesswomen Council (SBWC) and the United Nations Global Compact, led a ground-breaking programme to carry out research on women's careers in the Gulf Region entitled "Women's Careers in the GCC – The CEO Agenda". The overall aim of the programme is to inform business leaders on practical programmes to attract, retain and develop women into senior positions in the GCC region, and thereby create a larger pool of Board-ready women. The business case for greater levels of senior management and board diversity clearly relates to strategic decision making, better governance and closer understanding of target markets.



The research for this report was carried out in three phases:

1. Online Survey

An extensive 15-minute online survey in English and in Arabic with over 600 female respondents working in senior management and executive positions in the Gulf Region. The survey ran between April and June 2014. The survey collected data from more than 600 Business Women with more than 4 years of work experience and who are currently based in the GCC.

2. Focus Groups

The second phase involved four facilitated focus group sessions which were held in:

- Sharjah Ladies Club, Sharjah, UAE (Twelve participants).
- Capital Club, Manama, Bahrain (Twenty one participants).
- Atheeb Group offices, Riyadh, Saudi Arabia (Nineteen participants).
- PwC offices, Jeddah, Saudi Arabia (Thirteen participants).

About the Survey Participants

FIGURE 16 COUNTRY OF RESIDENCE

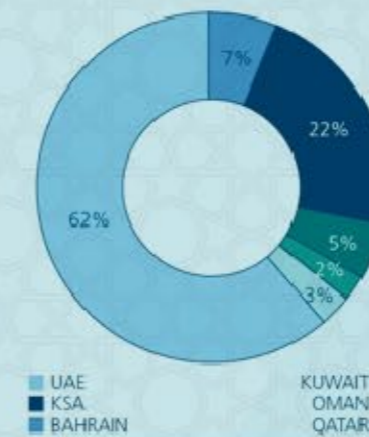


FIGURE 17 NATIONALITY

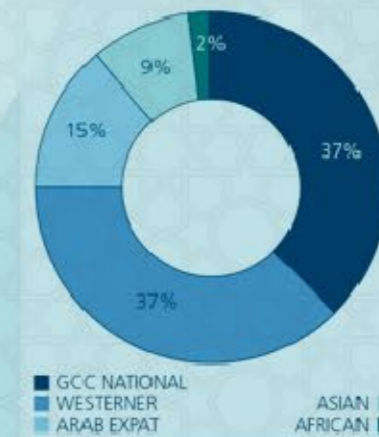


FIGURE 18 YEARS OF EXPERIENCE

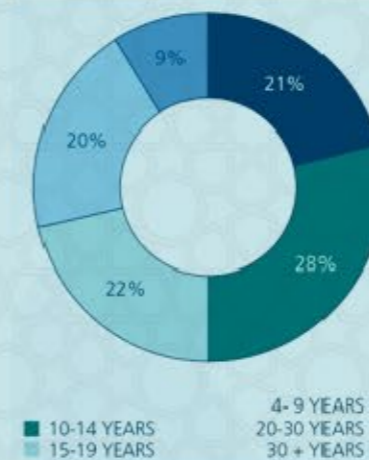
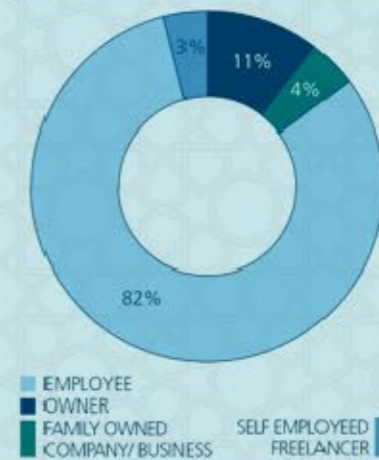


FIGURE 19 TYPE OF EMPLOYMENT



3. Desktop Research

An extensive desktop research on the views and perspectives of women in management in the GCC. This included internet and database searches for articles, previous research and other available information, and relevant secondary-sourced insight, which is also cited in this report.

EVENT HIGHLIGHTS

ROUNDTABLES ACROSS THE REGION



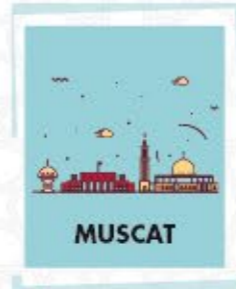
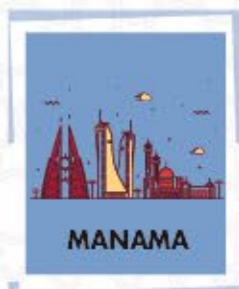
In 2014, the Pearl Initiative held 23 high-level forums and interactive roundtable events in almost every major city in the Gulf Region.

The Pearl Initiative convenes business, government and civil society decision makers at the highest levels, as well as at the operational levels, in dialogue forums and capability-building seminars. Events are held regularly on all topics associated with corporate accountability and transparency, and in every major city right across the Gulf Region.

Real-time polling is often used throughout Pearl Initiative roundtable discussions, in order to bring fresh insights on the views and experiences of participants. Structured questions are asked about perceptions of the business case and the outlook going forward, as well as on levels of implementation on aspects of accountability and transparency, and attitudes towards environmental, social and governance factors. The data gained is of significant interest to participants, and helps inform our insight-led white papers and reports.



More than 2000 Business Leaders attended our events across almost all the major cities in the Gulf Region.



ROUNDTABLES ON GOOD GOVERNANCE IN GCC FAMILY FIRMS

The interactive roundtable sessions on Governance Practices in Family Firms share research insight on the topic, and participants and discussion leaders share their experiences and challenges as they implement better practices in these areas. Members of family firms often speak openly and inspirationally about their own personal perspectives and experiences on corporate and family governance.



ROUNDTABLES ON ANTI-BRIBERY AND CORRUPTION

Frank and open discussions on the challenges of operating in difficult markets, as well as wide exchanges of strategic imperatives and regionally-relevant corporate good practices. Discussions often emphasize the need for organisations to embed values and stamp out unethical behavior throughout a company's culture and code of conduct now, to facilitate economic benefits in the long term.

The aim is always to share insights and learning between organisations, and help improve policies and actions to mitigate the risk of possible corrupt practices within organisations.



INTEGRATED REPORTING

The Pearl Initiative programme on Integrated Reporting is in collaboration with HRH The Prince of Wales' Accounting for Sustainability (A4S) Project. It involves holding awareness-raising sessions around the region in order to introduce the concepts and benefits of integrated reporting. We are also providing a regional network through which interested organisations can gain knowledge, benefit from mutual support and share experiences.

UNIVERSITY COLLABORATION HIGHLIGHTS

University Collaborations help build the capacity of future leaders to make a difference in creating a corporate culture of transparency and accountability. We hold a number of activities, from interactive seminars, to inspiring competitions and programmes for students across the GCC.

In 2014, the Pearl Initiative held 3 interactive workshops for students at universities across the GCC. Our objective is to bring topics related to integrity, ethics, reporting, sustainability, governance, risk and compliance to life for students, with greater interaction with business executives and exposure to practical real-life application of these principles.



Pearl Initiative Case Study Competitions

The Pearl Initiative holds Case Study Competitions for University students to research, write and submit Case Studies of corporate good practices in accountability and transparency that are implemented and working within the region. These competitions help ensuring that when students leave the world of Academia, they are better prepared for the world of commerce, with the practical application of ethics and values at the heart of their business education. They also build an important knowledge base of regionally-relevant case studies, for application by the wider business community and as teaching material in business schools across the region and internationally.

The first Pearl Initiative Student Competition in Saudi Arabia was run during 2013, in collaboration with the Ministry of Labour and the King Khalid Foundation. The Judging Panel assessed submissions and the results were announced at an Award Ceremony in Riyadh on 14th May 2013.



OUR PARTNERS

Our Partner Companies are instrumental in demonstrating their leadership and support for the values of the Pearl Initiative, in the firm belief that improving corporate accountability and governance is fundamental to fostering future competitive economic growth, spurring job creation and enhancing sustainable social development in the region.

Partner Companies

- Provide direction and input to Pearl Initiative plans and activities.
- Demonstrate that the private sector is proactively driving the improvement process.
- Are part of an alliance that is clearly leading the way in raising the bar on standards and good practice.
- Leave a legacy for the development of students, universities and the entrepreneurs and business leaders of the future.

Partner Companies commit to an annual cost contribution to the Pearl Initiative and, as a not-for-profit organisation, this funds all our activities.



Pearl Initiative Partner Companies as of end of 2014 (in alphabetical order)

Partner Company	Origin	Industry Sectors
1. Al Habtoor Leighton Group	UAE	Construction
2. Al Jomaih Group	Saudi Arabia	Trading & Manufacturing
3. Al Mal Capital	UAE	Investment
4. Al Turki Holding	Saudi Arabia	Investment & Development
5. Alwaleed Bin Talal Foundation	Saudi Arabia	Not for Profit
6. Aramex	UAE	Logistics & Transportation
7. ATCO Group	Saudi Arabia	Trading & Manufacturing
8. Bank of Sharjah	UAE	Banking & finance
9. Consolidated Contractors Company (CCC)	International	Construction
10. Chemanol	Saudi Arabia	Petrochemical
11. Construction Products Company (CPC)	Saudi Arabia	Construction
12. Crescent Enterprises	UAE	International Conglomerate
13. Crescent Petroleum	UAE	Oil & Gas
14. Dana Gas	UAE	Oil & Gas
15. Dubai World Trade Centre (DWTC)	UAE	Hospitality
16. Enshaa	UAE	Investment & Real Estate
17. Ernst & Young	Saudi Arabia	Professional Services
18. Freshfields Bruckhaus Deringer LLP	International	Law
19. GE	International	Conglomerate
20. Global Partnerships Forum	International	Not for profit
21. GrowthGate Capital	Bahrain	Investment
22. Gulf Petrochemical Industries Company (GPIC)	Bahrain	Petrochemicals
23. Gulfainer Group	UAE	Logistics
24. KPMG	Bahrain	Professional Services
25. Linklaters LLP	International	Law
26. Majid Al Futtaim Holding	UAE	Property/Retail/Leisure
27. Mazrui Holdings	UAE	Conglomerate
28. Mumtalakat Holding Company	Bahrain	Investment
29. Nesma Holding Co. Ltd	Saudi Arabia	Conglomerate
30. Petrofac	UAE	Oil & Gas
31. Philips	International	Conglomerate
32. Pinsent Masons	International	Law
33. Pricewaterhouse Coopers (PwC)	UAE	Professional Services
34. Qatar International Islamic Bank (QIIB)	Qatar	Banking & Finance
35. Rajhi Partners	Saudi Arabia	Investment
36. SABIC	Saudi Arabia	Chemicals
37. Tamer Group	Saudi Arabia	Conglomerate
38. The Abraaj Group	UAE	Investment
39. Thomson Reuters	International	Professional Services
40. Zubair Corporation	Oman	Conglomerate

LOOKING FORWARD

The Pearl Initiative was born from within and for the Gulf Region, by business leaders for business leaders.

As we enter our fifth year of existence, our core focus remains the Gulf Region, and of course, our work also resonates strongly across the Middle East Region.

Our clear and continuing mission is to be a vehicle for the business community to take a proactive lead in adopting higher standards in accountability, transparency and governance, and to demonstrate the business case for doing so.

We will continuously strive to build on our existing capabilities, leverage our track record, and find new and innovative ways to influence the thinking and behaviour of current and future business leaders towards implementing best practices.

We aim to strengthen and expand the Pearl Initiative's impact moving forward through

- Deepening our collaboration with the UN Global Compact and other prominent leading international programme partners and universities.
- Developing succinct, practical and useful toolkits on specific corporate accountability, transparency and governance good practices, with particular focus on application within the Gulf Region.
- Identifying and disseminating more case study examples of experiences and learning with companies implementing good practices within the Gulf Region.
- Expanding Pearl Initiative Programmes that directly impact the thinking and behaviour of students at universities across the Gulf Region, so that they can enter the workforce with personal integrity and accountability at the heart of their business education.
- Improving the Pearl Initiative digital presence and communications strengths, to include integrated stakeholder communications, a comprehensive resource centre, news feeds and increased social media interactions – in English and Arabic.

Much has been achieved by the Pearl Initiative in 2014, but in many ways the journey has only just begun. We look forward to taking the Pearl Initiative to a new level of impact, delivery and reach, across the Gulf Region and beyond.



With special thanks to the Partner Companies of the Pearl Initiative, as of end 2014

شكر خاص للشركات الداعمة لمبادرة بيرل، كما في نهاية عام 2014

