

Diversity & Inclusion Best Practices Programme Working Group:

The Working Group offers members the opportunity to engage and collaborate with each other to address challenges, share knowledge and expertise, and build capabilities to create sustainable change. The main objectives of the Working Group are:

- Promote uptake and internalisation of diversity & inclusion practices among GCC companies.
- Engage and collaborate to address challenges and develop innovative solutions.
- Share experiences and practical know-how to support and drive corporate governance practices within companies.
- Develop resources and a guidebook on best practice guidelines and frameworks that can be shared with the wider community.

Working Group Members:



Working Group Members:

Name	Designation	Company
Zina Janabi (Lead)	I&D MiddleEast Director	PwC
Fatma Maryam (Co-Lead)	Senior Consultant	PwC
Shatha Awdah (Co-Lead)	Sr. HR Business Partner	SABIC
Florence Bulte	Chief Sustainability Officer	Chalhoub Group
Lujain Al Burguthi	Sustainability Lead in KSA	Chalhoub Group
Damian Brown	Group head of Talent Acquisition	Chalhoub Group
Supriya Vijayan	Head of Rewards & Talent Acquisition	Crescent Enterprises
Dimitris Tsouroplis		
Ramganes Srinivasan	Head of HR	DanaGas

Fatima Al Muhairi	Senior HR Officer	DanaGas
Zainab Alsadah	Vice President, KSA Country Claims Leader (General Lines & Motor)	Marsh
Saleh Al-Ghanem	SVP Strategy & Corporate Development Manager	Marsh
Baker Sindi	Sr. Manager, Compliance Programs MEA	SABIC
Noorah Mezaina	HR Manager – UAE & Iraq	Shell Global
Anishka Mehra	Head of Organization Design	ENOC

The meeting objectives were the following:

- Discuss the challenges faced by women and men due to taking a career gap.
- Returnship Programme in the participating companies
- Obtaining consensus from the Working Group members on the DEI topic to be explored in the next meeting.

Main Themes of the Discussion:

Challenges & Issues faced by women following a career gap:

The awareness gap: limited access to mentors who have gone through similar experiences.

Inadequate understanding of the strategies used by successful female leaders who have climbed the corporate ladder to reach top management.

The impact of career gaps on skillset changes and pay disparities.

Potential solutions that could be implemented to start making a difference:


- To promote workplace flexibility, companies can establish formal policies and guidelines for flexible work arrangements.
- Addressing career progression by providing a clear path for advancement upon returning from a career break.
- Foster a culture of allyship through programs that promote awareness and support for colleagues returning from a gap.
- Offering onboarding sessions to help employees re-enter and advance their careers.
- Developing a comprehensive career growth guide for women that takes a holistic and long-term approach.
- Implementing legislation and country-wide laws that protect the rights of employees during and after a career gap.
- Consider implementing mandatory paternity leave to promote gender balance and parental involvement.

DIBL Working Group Meeting #4 - Virtual

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Issues faced by Women following a Career Gap



- Youth over age and experience (ageism)
- Worry, confidence loss, and trepidation
- Bigger pay gap
- Lack of work-life balance
- Outdated skills/knowledge
- Lack of Career Progression

Danah Abboud

Shatha (Gu... Participants

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