

Under the patronage of  
**H.H Sheikha Manal Bint Mohammed Bin Rashid Al Maktoum**  
**President of Dubai Women Establishment**  
**And Wife of His Highness Sheikh Mansour Bin Zayed Al Nahyan**  
**Deputy Prime Minister and Minister of presidential Affairs**

**Power Breakfast**  
**Board Diversity in Regional Board Rooms**

14 December 2010

Lecture Theatre, Building No. 2, Level 1, Gate Village, Center of Excellence Building, Dubai, UAE

Time (am)	Topic and Speaker
09:00 – 09:15	Registration and Breakfast
09:15 – 09:25	<b>Welcome Remarks</b> <b>Ms. Noora Al Abbar</b> , Acting Executive Director, Mudara IOD <b>Ms. Hessa Tahlak</b> , Dubai Women Establishment's Senior Manager of Research and Analysis
09:25 – 09:35	<b>Business Case for Board Diversity</b> <b>Dr. Nasser H. Saidi</b> , Executive Director of Hawkamah and Co-chair of the MENA - OECD Working Group on Corporate Governance
09:35 – 09:45	<b>Regional Board Practices: The Reality Check</b> <b>Mr. Amer Halawi</b> , Shuaa Capital Research
09:45 – 10:10	<b>Women in the Boardroom: a Roadmap for Success</b> <b>Ms. Caroline Fakhoury</b> , Managing Partner & Coach, Praesta Middle East
10:10 – 10:40	<b>Do we need more women in the boardroom and, if so, whose responsibility is it to get them there?</b> <b>Ms. Dawn Metcalfe</b> , Managing Director of Performance Development Services
10:40 – 11:00	Q and A (all sessions)

As part of Mudara's vision to increase the representation of women directors on boards and senior executive position, we have developed a series of continuous activities and initiatives in partnership with the Dubai Women Establishment.

We are pleased to invite you to the launch of our first Board Diversity Power Breakfast, which would highlight business case for greater diversity in the region's board rooms as one of the keys to addressing the region's corporate governance challenge of building independent directors. This programme will bring together regional and international women business leaders behind an initiative that aims to empower and expand the role of women in the region's corporate world. The Board Diversity Power Breakfast will provide suggestions and tools for up-and-coming business leaders that will enhance their ability to serve in the region's Board rooms. From soft to hard skills, what do regional women need to know to tap into the influence of the corporate board room?

To register your attendance, please [click here](#)

For more information about Mudara IOD, please visit [www.mudara.org](http://www.mudara.org), email: [info@mudara.org](mailto:info@mudara.org),  
or call + 971 4 362 2662/+ 971 4 362 2616

Address: Level 1, Gate Village Building 02, Dubai International Financial Centre, P.O. Box 74777, Dubai, UAE

## Speakers Bios



### Noora Khalifa Al Abbar

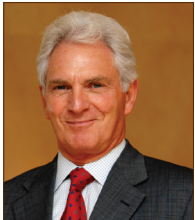
Noora Al Abbar as the Executive Director of Mudara IOD leads the regional institute set up by the Dubai International Financial Centre (DIFC) to recognise the role of professional and independent directors in the world of corporate governance.

Her team works continuously to promote director excellence by advocating the interests of boards and facilitating professional development through education, research, information, networking and dialogue. She also works closely with Hawkamah the Institute for Corporate governance, on promoting the role of corporate governance in the region.

Prior to this, Noora was Director of DIFC Lifestyle Group, where she worked on the business development strategy for retail projects. She handled the residential

component overseeing the cultural and design initiatives. She also served as Project Director of Al Bastakiya/ Tatweer and launched the DDIA Hong Kong office. Noora's professional development has included stints with Dubai Healthcare City, Dubai Media City, Dubai Press Club, BBC World and as a part-time Master of Ceremonies since 2000.

Noora is a member of Emirates Environment Group (EEG), where she volunteers to work on several environmental projects in Dubai to help educate the citizens on EEG's vision.



### Dr. Nasser H. Saidi

Dr. Nasser H. Saidi is the Chief Economist of the Dubai International Financial Centre Authority (DIFCA) and Executive Director of the Hawkamah-Institute for Corporate Governance at the Dubai International Financial Centre (DIFC). He is a member of the IMF's Regional Advisory Group for MENA and Co-Chair of the Organisation of Economic Cooperation and Development's (OECD) MENA Corporate Governance Working Group. He served as the Data Protection Commissioner of DIFC from January to August 2007.

He was the Minister of Economy and Trade and Minister of Industry of Lebanon between 1998 and 2000. He was the First Vice-Governor of the Central Bank of Lebanon for two successive mandates, 1993-1998 and 1998-2003. He was a Member of the UN Committee for Development Policy (UNCDP) for two mandates over the period 2000-2006, a position to which he was appointed by former UN Secretary General Kofi Annan, in his personal capacity.

He is the author of a book, "Corporate Governance in the MENA countries: Improving Transparency & Disclosure". He has also written a number of books

and publications addressing macroeconomic, capital market development and international economic issues in Lebanon and the region. His research interests include macroeconomics, financial market development, payment systems and international economic policy, and information and communication technology (ICT).

Dr. Saidi has served as an economic adviser and director to a number of central banks and financial institutions in Arab countries, Europe and Central and Latin America. Prior to his public career, Dr. Saidi pursued a career as an academic, serving as a Professor of Economics at the Department of Economics in the University of Chicago, the Institut Universitaire de Hautes Etudes Internationales (Geneva, CH), and the Université de Genève. He also served as a lecturer at the American University of Beirut and the Université St. Joseph in Beirut.

Dr. Saidi holds a Ph.D. and a M.A. in Economics from the University of Rochester in the U.S.A, a M.Sc. from University College, London University and a B.A. from the American University of Beirut.

## Speakers Bios



### Hessa Tahlak

Hessa is the Dubai Women Establishment's Senior Manager of Research and Analysis. She has obtained a BSBA qualification in Marketing and Management from the American University of Sharjah (Sharjah, UAE) in 2002. Her early work experience includes positions as Marketing and Business Development coordinator at the Department of Civil Aviation in Dubai, followed by

positions as Quality Executive for Dubai Quality Group and Senior Commercial Executive for Nakheel, Dubai, UAE.

She has received awards for her work, receiving the "Assessor in Emirates Business Women Award" in 2006, followed by the "Senior Assessor in Emirates Business Women Award" in 2007.



### Amer Halawi

At the National Investor, Amer was in charge of formulating and implementing growth strategies of the firm, with a primary focus on the sell-side businesses - Research, Sales and Trading. Furthermore, he sat on a range of committees including the Steering, Management, Investment, Client and Compliance Committee. He has over 16 years experience in equity markets, 12 years of which were spent in Europe.

Amer began his career in 1995, working as an equity analyst for UBS and BNP Paribas before establishing himself as a ranked analyst at HSBC in Paris. Amer later held a position as Executive Director in the European Equities division of Goldman Sachs, servicing French institutional clients out of London and Paris. In 2005, he moved to the Gulf region with The National Investor. Amer holds a Bachelor of Commerce from McGill University, Canada and a Masters in Finance from ESCP Europe, Paris.



### Caroline Fattal Fakhoury

Caroline is a Managing Partner & Coach, Praesta Middle East and valued member of the Arab International Women's Forum and combines 14 years corporate business experience with the skills of a professional business coach. She branched out into coaching to share her ideas about cooperative leadership and organizational development. Her experience as a Board Member of both Unilever & the family business make her aware of challenges facing shareholders, board chairs, board members and non-execs.

Based on her own experience and her work with many businesses, Caroline can appreciate the complex and powerful relationship dynamics of a top management team at Executive and Boardroom level.

Through her coaching, Caroline wishes to share her personal and professional insights with leaders. Her attention is concentrated on active listening and asking the right questions to move people and organizations forward. These two keys open the doors for confident, positive and open-minded work that is about putting individual potential into action.

Throughout her career in the fast moving consumer goods industry, Caroline has held management roles in Europe, Latin America & the Middle East—learning best practices from Unilever, Kraft, Johnson & Johnson and Gillette.



## Speakers Bios



### **Dawn Metcalfe**

Dawn is the Managing Director of Performance Development Services (PDS) and has a regular column "The Business of Life" in Yahoo Maktoob.

Dawn's work focuses on the soft skills necessary for success in modern organizations. She works regularly with board directors, senior managers and top management teams to improve performance by changing the way individuals and groups see the world and the impact they have on it.

She is an experienced and qualified trainer, facilitator and coach who works across a wide range of industries in FTSE 100 and Fortune 500 companies. Her clients are usually already highly effective and skilled people who wish to consider new tools that might help them as they face their next challenge.

Although she is an INLPTA certified coach her approach is pragmatic as she chooses models and methodologies from a number of disciplines as appropriate.

Dawn speaks a number of languages and has a good understanding of cross-cultural issues, having lived and worked in many countries in Europe and the Far East since leaving Ireland at the age of 17 to attend university in the UK. She is now based in Dubai and is (slowly) learning Arabic.

Dawn is also involved in the charitable sector in the UAE and works with Manzil, a centre for people with special needs.