



DIVERSIFIED LEADERSHIP Online

September 7-9, 2021

IFC Corporate Governance Advisory Services
Helping Companies to Operate More Profitably and Grow

Program Synopsis



Why is corporate governance important?

Corporate governance is the system by which companies and banks are directed and controlled. Well-governed companies are associated with **lower risk** and **higher returns** for shareholders. Well-governed companies are also thought to operate more **effectively** and **efficiently**. Corporate governance is known to build **trust** among the company's many stakeholders.

Countries that have good corporate governance frameworks tend to have better risk/return profiles. Equity markets that have good governance characteristics enjoy greater respect and confidence from investors. They also tend to be less vulnerable to financial shocks.

Why is corporate governance significant for companies?

Companies benefit from corporate governance as the risks associated with the corporation decrease. Since good corporate governance minimizes 'rent-seeking' by managers or controlling shareholders, investors invest with a greater sense of security and confidence. The result for the company is greater access to capital. The cost of capital is effectively reduced, and the value of the corporation increases. The reduction in risk is complemented by improved operations, which come from better information flows and more rigorous strategic decision-making, and which ultimately contribute to better performance.

In general, corporate governance is known to:

- improve operational efficiency;
- enable access to capital markets;
- lower the **cost of capital**; and
- create **better reputation** and

Program objective

Evidence from around the world shows that boards function better if they feature both men and women, with a complementary mix of qualifications, skills, and experience. However, even as the number of educated and experienced women leaders in the business world continues to rise, progress is slow. According to McKinsey global research, women comprise only 4% of CEOs, 13% of board directors, and 20% of executive committee members in companies around the world. Because of these continuing gaps—and because increased women's participation in corporate leadership is an economic and social imperative in the markets where IFC operates—IFC is launching the **Diversified Leadership** training to deliver a comprehensive knowledge about corporate governance.

Targeted participants

This program is designed for board members, board chairs, corporate directors, senior executive officers, and top management of companies who want to ensure the sustainability of their business and take their enterprises to new frontiers of business growth, all the while dealing professionally with the challenges associated with improving performance, business expansions, succession and access to capital by learning and applying the Corporate Governance framework and best practices developed by IFC.

Program structure

This program consists of three days, with various modules and case studies. The program is available in English.

Training methodology

The instructors are all experts on governance issues, who will deliver the course in an interactive manner to allow and encourage peer discussions among participants. Course materials will comprise of presentations, background materials (e.g. articles and papers), and best practice documents.

Program speakers

Maali Khader



Maali Khader, Executive Director and Founder of JIoD. Taking a hands-on approach to the business and playing an active role in the development of strategic solutions for clients. Maali is a lawyer by profession, and her extensive experience with regional and international legal frameworks is a tremendous asset in advising on, developing and implementing Corporate Governance and Corporate Social Responsibility principles and frameworks.

Maali works with clients to establish their CG structures and codes in adherence to legal requirements, assess CG frameworks including the nomination and remuneration of directors and their performance evaluation, and structure proactive communication channels between the board of directors, management and relevant stakeholders. She has also drafted and implemented internal policies and byelaws of various sized corporations around the world and assisted in corporate restructuring and privatization.

Oraib Qubbaj



Ms. Qubbaj is the Chief Operations Officer of JIoD, Independent Consultant, certified International Professional Trainer and Certified Board Director with more than 22 years of experience in different development fields and did Business Studies.

Experienced in Corporate Governance training in Private, Non-for-Profit and Public Sectors, mainly for boards' directors, senior management members and board secretaries in Jordan and other countries in the region.

She has experience as well in assessing and developing corporate governance improvement programs for different types of companies, advising and recommending CG implementation plans, in addition to supporting the implementation of CG improvement plans and policies. Working with public listed companies, family owned businesses, small & medium enterprises and public sector institutions.

Ms. Qubbaj has long experience in the development field in Jordan and in the MENA region and she served in senior managerial positions at International non-profit organizations in Jordan and the near east region for more than ten years.

She has managed a varied portfolio during her extensive career with specific focus on Corporate Governance, Family business and Corporate Governance for SMEs, Corporate Governance assessment, Corporate Secretary, Control Environment, Corporate Social Responsibility, Local Development Strategies & Policies Assessment, Gender studies, Anti-corruption and Integrity, Rule of Law and Policy Reform.

Aliaa Soliman

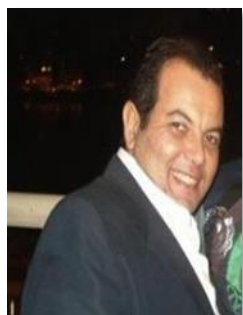


Dr. Aliaa Soliman is the managing partner of AIT Consulting, an Egyptian consulting firm offering a wide range of managerial and financial advisory services to local and international institutions in areas related to strategy development, corporate governance and management advisory services.

Dr. Soliman started her professional career as a banker in Misr International Bank, MIBank, where she worked in areas of corporate credit, retail banking and trade finance. She then joined AIT Consulting as a partner where she participated and managed projects in areas related to Women Business Leadership, Cooperate Governance, and MSME Finance. She has worked on assignments with the World Bank Group, KfW, GIZ, the EU, the AfDB, USAID and EBRD as well as the Egyptian Ministries of Finance, Planning and Trade & Industry.

Aliaa is a Visiting Professor at Nile University, and a certified lecturer at the Egyptian Banking Institute (EBI), the Egyptian Institute of Directors (EIoD) and Jordanian Institute of Directors (JIoD) as well as Master Trainer on the subject of Corporate Governance and Women in Business & Leadership for the World Bank Group (IFC).

Ashraf G. Shenouda



Ashraf G. Shenouda is the managing Director of AGS & Associates – Management and Training Consultants. Mr. Shenouda, an Egyptian - Canadian professional with an international exposure and holds an exclusive mix of management, coaching and training experience with hands on best practices. His diversified experience as a Management Consultant and as a Master Trainer, together with his high involvement in people development, gave him a unique edge in providing cost-effective integrated solutions for challenging business issues through designing, implementing and managing a wide range of projects in a variety of business fields towards a measurable impact and a remarkable ROI for the different stakeholders. In business for 20 years providing training and Consultancy for the SMEs, sitting on the advisory board of several SMEs, Board member for 6 years and managing his own company, which is also an SME, gave him a distinctive edge in understanding the SMEs needs and hence better addressing their challenges. Ashraf has been a member of a board of trustees for more than 5 years.

Diversified Leadership September 7-9, 2021

To be truly effective, a board requires diversity of skills, cultures, and views to make smart decisions with lasting impact. A growing body of research shows a range of business benefits associated with gender diversity on boards and in senior leadership. This training will engage the participants in experiential learning designed to advance their understanding of transformational change and operationalize strategies leading to behavioral changes that accelerate and maintain women's access to seats on boards and leadership positions in turn improving the financial and non-financial performance of companies.

Evidence from around the world shows that boards function better if they feature both men and women, with a complementary mix of qualifications, skills, and experience. However, even as the number of educated and experienced women leaders in the business world continues to rise, progress is slow. According to McKinsey global research, women comprise only 4% of CEOs, 13% of board directors, and 20% of executive committee members in companies around the world.

More specifically in Jordan, according to IFC's women on boards research in Jordan, which set out to demonstrate the level of involvement of women in boardrooms, found that only 3.5% of all board members are women. However, the study revealed that the average return on assets for the surveyed companies, with female representation, was almost three-times higher than those without female representation and their average return on equity was twice as much. Because of these continuing gaps, and because increased women's participation in corporate leadership is an economic imperative in the markets where we operate, IFC is promoting its Women on Boards and in Business Leadership training programs.

This program is delivered online over three days and aims to provide Board members and senior management with the principles of diversified leadership; addressing key features for diversity, emotional intelligence tools and strategies to implement change.

Agenda

September 7, 2021

9:30AM - 10:00AM

(1) Introduction to Diversified Leadership program / Gender Diversity

you will learn about:

- Diversity concept / Diversity compact on companies.
- Identify the challenges to establishing gender diversity on boards and in business leadership positions.
- Describe how to navigate unconscious bias and stereotyping.
- Develop a language of competence that explains the benefits and value of Emotional Intelligence to business leaders.
- Develop strategies to balance work and life demands

10:00AM - 11:30AM

(2) Accelerating Access - Pink Brains, Blue Brains

11:30AM – 12:00PM Coffee Break

12:00PM - 2:30PM

(3) Accelerating Access - Emotional Intelligence and Women's Leadership

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9:30AM – 11:30AM

(4) Igniting Strategies - Trends and Statistics and Seven Key Strategies

11:30AM – 12:00PM Coffee Break

12:00PM – 3:00PM

(5) Igniting Strategies - Implementing Strategies

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9:30AM - 11:00AM

(1) Gender Dynamics - Unconscious bias

11:00AM – 11:30AM Coffee Break

11:30AM – 1:30PM

(1) Gender Dynamics - Unconscious bias

1:30PM – 2:45PM

(4) Closing the Deal - ESG and Telling a Powerful Story of Change

2:45PM – 3:00PM

Evaluation and Q&A session

Online Program Cost

Original cost: JOD 400* per participant

Discounts available for:	
1 participant for early bird – registrations before August 24, 2021	20%
A group of 3 or more participants from one company or business association registering before August 26, 2021	25%

- ❖ Payment must be made in one installment and in advance "prior to the training dates".
- ❖ 16% sales tax will be added to the total.

Registration Deadline

Deadline for registration: September 2, 2021

Cancellation Policy

1. Upon registration, JIoD will issue an invoice. Once an invoice is issued, a registrant may cancel subject to the below:
 - a) 100% of the registration fees will be refunded if cancellation occurs more than 25 days before the training dates.
 - b) 50% of the registration fees will be refunded if cancellation occurs more than 15 days before the training dates.
 - c) No registration fees will be refunded if cancellation is received less than 6 days before the training dates.

Please complete and return the attached form. This form is considered as confirmation of your registration.

Registration Form

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Personal Details:

First Name _____

Last Name _____

Job Title _____

Organization Name _____

Telephone No. + _____

Mobile Number + _____

Email Address _____

Social Media LinkedIn: _____

Twitter: _____

How did you hear about this program?

Method of payment:

Cash

Cheque

Signature: _____ Date: _____

*** Please return this registration form upon completion either:**

- By email to Oraib@JIoD.org, Shatha@JIoD.org, or
- By fax on +962 6 5856448

WHY WORK WITH IFC CORPORATE GOVERNANCE ADVISORY SERVICES

Working globally, IFC has a successful track record of delivering targeted corporate governance support to companies. With advisors worldwide, IFC has a well-established reputation of being the leader in corporate governance and board training in developing markets. Moreover, IFC has assisted over 15,000 companies in more than 30 countries to implement better corporate governance practices, leading these clients to obtaining over US\$5 billion in new financing.

IFC helps identify the problem and assists companies implement solutions from start to finish. Our team of experts works to promote company-wide and board-level changes that create better business results. They will work closely with your company to assess its corporate governance practices and provide specific and actionable advice on how to make improvements. Additionally, IFC's local experts understand how to implement these practices in individual countries and markets.

IFC is the largest global development institution focused exclusively on the private sector. We help developing countries achieve sustainable growth by financing investment, mobilizing capital in international financial markets and providing advisory services to businesses and governments.

More information on the IFC's Corporate Governance services is available online at www.ifc.org/corporategovernance.

ABOUT IFC

IFC, a member of the World Bank Group, is the largest global development institution focused on the private sector in emerging markets. Working with 2,000 businesses worldwide, we use our six decades of experience to create opportunity where it's needed most. In FY16, our long-term investments in developing countries rose to nearly \$19 billion, leveraging our capital, expertise and influence to help the private sector end extreme poverty and boost shared prosperity. For more information, visit www.ifc.org.

ABOUT JIoD

Jordan Institute of Directors (JIoD) is a registered trademark owned by Jordanian House for Corporate Governance Training, a nonprofit limited liability company registered in Jordan. JIoD's vision is to witness improved corporate governance practices in Jordan and the Middle East region, and its mission is to raise awareness of and contribute to such improvement. JIoD's aim in increasing awareness about corporate governance is to enhance the understanding of the principles, to strengthen the integration of corporate governance best practices, and to build the capacity of boards of directors in Jordan to improve board performance and effectiveness. The Institute is eager to cooperate with all related organizations to achieve these goals.

To spread the culture of corporate governance and its best practices, JIoD conducts various events, such as awareness programs, training, and development courses, and sponsors research and studies related to corporate governance in Jordan. JIoD is confident that these activities will improve the competitive environment; attract foreign investments; emphasize the importance of transparency, accountability, sustainability, and succession planning; and ensure the effectiveness of companies' operations.

JIoD's target audiences are mainly board members, directors, senior executives, board secretaries, and shareholders of all types of companies – public shareholding companies, family-owned enterprises, and small and medium enterprises (SMEs) – as well as other stakeholders. The Institute also serves all individuals and groups interested in corporate governance from the public and private sectors. IFC is JIoD's main partner and provides it with the necessary technical expertise.

More information on the JIoD is available online at jiod.org