IWBD
INTERNATIONAL WOMEN
BOARD OF DIRECTORS

INTERNATIONAL WOMEN BOARD OF DIRECTORS

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Growing Women Leaders for the Boardroom

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to make a meaninful impact for your growth

IWBD
INTERNATIONAL WOMEN BOARD OF DIRECTORS

Growing women leaders

MISSION

The International Women Board of Directors (IWBD), an initiative of On Board Women, envisions a world where women's voices are equally represented in every boardroom. Our mission is to accelerate gender balance in leadership by empowering women to rise, lead, and shape the future of business. Through global partnerships, transformative board readiness programs, and a powerful network of leaders, IWBD equips women with the confidence, skills, and connections to influence meaningful change. We champion a culture of inclusion, impact, and continuous growth — turning commitment into action through inspiring women to lead with purpose.





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OBJECTIVES

IWBD
INTERNATIONAL WOMEN BOARD OF DIRECTORS

1. Promote Women's Representation on Boards

Raise awareness of the tangible benefits that gender-diverse boards bring to organizations — including enhanced KPIs, profitability, innovation, and stronger corporate culture and community engagement. Facilitate meaningful conversations to overcome barriers to women's leadership and build a collaborative community for sharing knowledge, best practices, and recommendations.

How: IWBD Industry Committees

2. Prepare Senior Women Leaders for the Boardroom

Strengthen the leadership capabilities, influence, and global networks of senior women in corporate roles through collaboration and knowledge exchange with international organizations. Equip emerging women leaders with the skills and confidence needed for board positions through tailored board-readiness sessions and training programs.

How: Global Board Readiness Program and IWBD Academy

3. Bridge Leadership Networks

Close the gap between CHROs, executive headhunters, CEOs, and senior women executives by creating opportunities for connection, collaboration, and mentorship. Drive engagement through workshops, forums, and leadership development initiatives that foster mutual understanding and inclusive leadership pipelines.

How: Partner Events - Leadership Inspirational Sessions, IWBD Annual Summit and Social Meet ups

INDUSTRY COMMITTEES

GLOBAL BOARD READINESS PROGRAM

LEADERSHIP INSPIRATIONAL SESSIONS



IWBD ADVISORY BOARD MEMBERS 2026

IWBD
INTERNATIONAL WOMEN BOARD OF DIRECTORS



EBRU TUYGUN
Advisory Board
Chairwoman, IWBD
CEO, GVGL Marketing



Dr Lite J. Nartey
Strategy Professor
INSEAD



PARTHA P. SINHA
Senior Advisor
MCKINSEY



BANU KARAKULLUKCU
VICE PRESIDENT, GM
THE COCA COLA COMPANY PHILIPPINES



SONALI DHAWAN
CEO and General Manager
P&G GULF



ZAKIA BY
Senior Vice President
Global Pharma Executive



AKSHAT HARBOLA
Regional Managing Director, Middle East, North Africa, Pakistan and Turkey
SPOTIFY



RAYA ABU GULAL
Founder and Managing Partner
R.A.G. Legal Consultancy



EMMA ELKAROUT
Vice President Talent and Performance
Chalhoub Group



Dr. CHRISTOPHER ABRAHAM
CEO, Head of Dubai Campus, Professor,
SP JAIN SCHOOL OF GLOBAL MANAGEMENT



MARIA GEDEON
CEO
GEDEON MOHR AND PARTNERS



TERRY KANE
Regional Managing Director, ME and Africa
THE TRADE DESK



KINDA IBRAHIM
General Manager of Content Operations, EMEA
TIKTOK



JULIO CESAR DO MONTE
Senior Vice President and LATAM CEO
RECKITT



MIKI HIRASAWA ASHTON
Head of Middle East
GlobeScan



SAMI ZOUEHID
Regional Managing Partner
MENA Region
WİLTON & BAIN



SEVGİ GÜR
Co-Founder
Closet Crush



NINA OLATOKE
Chief People Officer
PSA BDP

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IWBD COMMITTEE LEADERS & PARTNERS 2026

WALDORF ASTORIA
DUBAI PALM JUMEIRAH

theTradeDesk

Microsoft

WILTON & BAIN

PSA BDP

Nestlé

CHALHOUB GROUP
SINCE 1955

Google

Santen

Property Finder

AURA
SKYPOOL

lululemon

SPJ GLOBAL
S P Jain School of Global Management
DUBAI • MUMBAI • SINGAPORE • SYDNEY

SUNSET 55°

BEE ROYAL LIMOUSINE

FLOWER PÓWER

GVGL | FACTA
BLENDING OUR STRENGTHS TO FUEL CREATIVITY

BEE
CONCIERGE & TRAVEL & EVENTS SERVICES

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INTERNATIONAL WOMEN BOARD OF DIRECTORS

MEMBERSHIP Packages

SOLO



- Complimentary access to the partner events
- Nomination to IWBD Industry Committees
- Global visibility through publishing your thought leadership across our network (8,000+ leaders)
- Speaker opportunities across IWBD and partner platforms
- Exclusive interview feature announcing your joining
- Speaker Directory inclusion
- Access to Global Mentoring & Coaching Program
- Access to curated network of senior leaders, board members, and C-level executives globally
- Complimentary access to the IWBD Annual Summit

2,450 USD

3 PEOPLE



- Complimentary access to the partner events
- Nomination to IWBD Industry Committees
- Global visibility through publishing your thought leadership across our network (8,000+ leaders)
- Speaker opportunities across IWBD and partner platforms
- Exclusive interview feature announcing your joining
- Speaker Directory inclusion
- Access to Global Mentoring & Coaching Program
- Access to curated network of senior leaders, board members, and C-level executives globally
- Complimentary access to the IWBD Annual Summit (+3 TICKETS)
- New member names and quotations to be featured on the Newsletter, “Boardroom Strategy”

6,250 USD

5 PEOPLE



- Nomination to IWBD Industry Committees
- Global visibility via publishing your article across our network (8,000+ leaders)
- Speaker opportunities across IWBD and partner platforms
- Exclusive interview feature announcing your joining
- Speaker Directory inclusion
- Access to Global Mentoring & Coaching Program
- Access to curated network of senior leaders, and board members, globally
- New member names and quotations to be featured on the Newsletter, “Boardroom Strategy”
- +5 Invitation for the Annual Summit
- Complimentary access to the partner events.
- +3 Invitation for Partner events
- New member names be featured on the Newsletter, “Boardroom Strategy”
- 20% discount on Personal Branding Workshop designed for your team
- Company brand to be named as supporters.

9,450 USD

5+ PEOPLE



- Nomination to IWBD Industry Committees
- Global visibility via publishing your article across our network (8,000+ leaders)
- Speaker opportunities across IWBD and partner platforms
- Exclusive interview feature announcing your joining
- Speaker Directory inclusion
- Access to Global Mentoring & Coaching Program
- Access to curated network of senior leaders, and board members, globally
- New member names and quotations to be featured on the Newsletter, “Boardroom Strategy”
- +7 Invitation for the Annual Summit
- Complimentary access to the partner events.
- +5 Invitation for Partner events
- New member names be featured on the Newsletter, “Boardroom Strategy”
- 25% discount on Personal Branding Workshop designed for your team
- Company brand to be named as headline supporters.

14,250 USD

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Corporate Packages



COMMITTEE LEADERSHIP

- Lead the industry committee, announcement of your leadership across our channels
- Lead the industry committee meetings that are held every 2 months
- Exclusive event invitations (e.g. events with Deloitte, Linkedin, Snap, Google, Spotify, etc)
- Media partnership interviews spot on leaders
- Foreword article from you in the Annual Report of IWBD in collaboration with Wilton&Bain
- Complimentary access to the IWBD Annual Summit
- +3 Invitation for the Annual Summit

9, 250 USD



HOSTING C-SUITE ROUNDTABLES

- IWBD team organizes end to end lunch event for 10-12 senior IWBD members to build connections and position as a subject matter leader on the the theme
- IWBD proposes 2 venue options with varying prices, option to host in your office
- Mutually agreed upon theme
- Invitation process done by IWBD with a co-logo invitation
- Host delivers 5-10 min opening note
- Complimentary access to the IWBD Annual Summit
- +3 Invitation for the Annual Summit

20K USD



IWBD EVENT SPONSORSHIP

- IWBD team organizes various round table events and Annual Summit.
- Various categories to partner and position your brand
- Activate brand experience
- Invitation process done by IWBD with a co-logo invitation
- Sponsor delivers 5-10 min opening note
- Complimentary access to the IWBD Annual Summit
- +5 Invitation for the Annual Summit

20K + USD



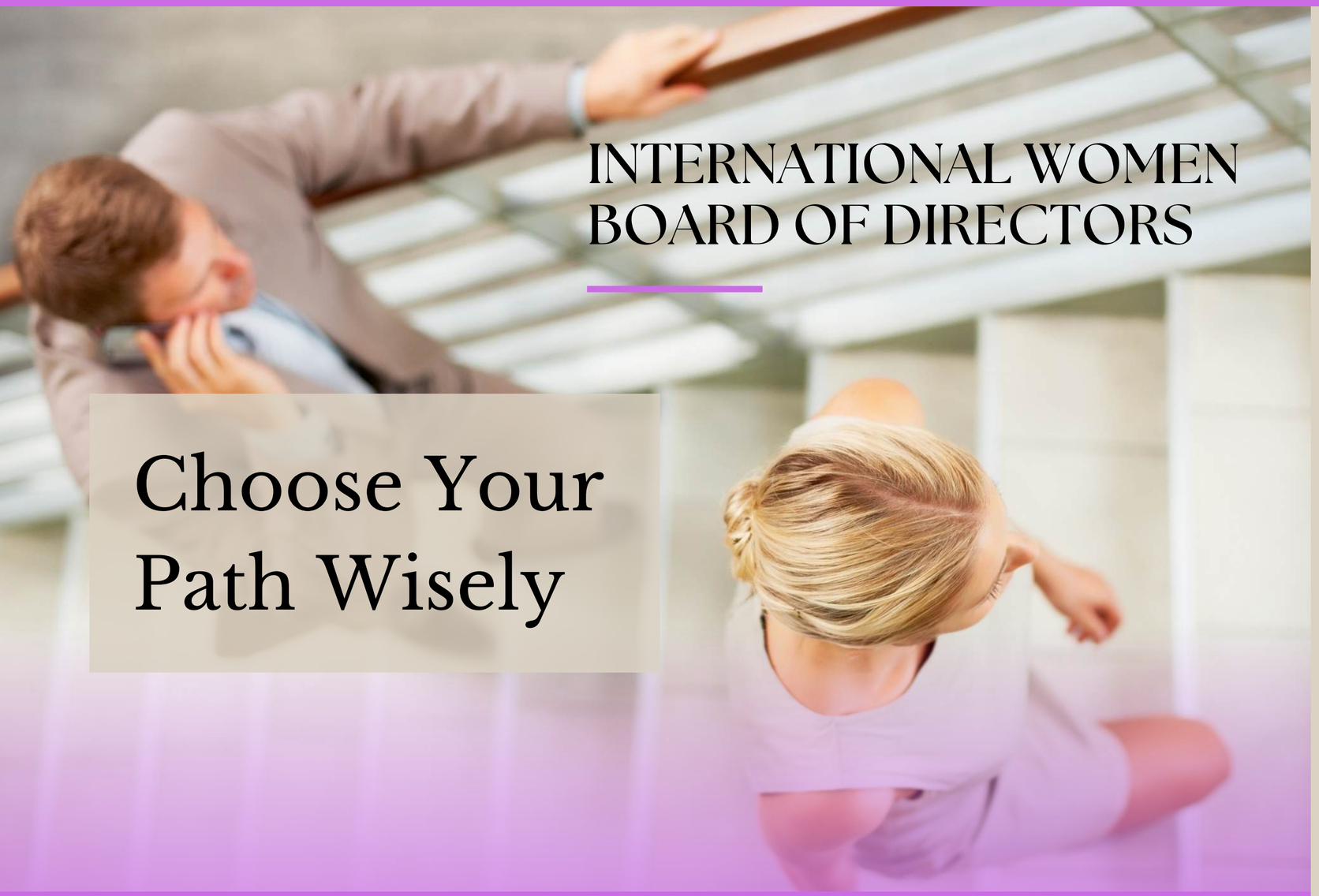
IWBD IN-KIND PARTNERSHIP

- IWBD team partners with various organizations in different categories
- Categories: Venue partner, Media Partner, VIP Concierge Services, Decoration and Flowerist, Print Services, Goodie bag partnership
- We are open to new categories as well
- No additional charge involved by both parties can be requested - all in kind.
- Complimentary access to the IWBD Annual Summit
- +1 Invitation for the Annual Summit

IN KIND

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IWBD COURAGE SERIES

IWBD BOARD CERTIFICATE PROGRAM

IWBD SPEAKER DIRECTORY

IWBD COURAGE AWARDS

IWBD GLOBAL COACHING PROGRAM

IWBD LEADERSHIP OPINION

IWBD SOCIAL MEET-UPS

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to make a meaninful impact for your growth

IWBD

INTERNATIONAL WOMEN BOARD OF DIRECTORS

1.PROMOTING WOMEN'S REPRESENTATION ON BOARDS

Industry Committees

"Leadership isn't about the titles we hold but the impact we create. By empowering our teams and breaking down barriers for women in leadership, we not only enhance individual lives but also pave the way for a more inclusive and healthier future."



Marianthi Psaha
President EMEA
Santen Pharmaceutical, IWBD
Healthcare Committee Leader

IWBD
INTERNATIONAL WOMEN BOARD OF DIRECTORS

ON BOARD WOMEN



AI COMMITTEE



HEALTHCARE COMMITTEE



ENTREPRENEURSHIP COMMITTEE



INNOVATION COMMITTEE



TECHNOLOGY COMMITTEE



CMO COMMITTEE



CX COMMITTEE



HR COMMITTEE



FUTURE READY COMMITTEE



TRANSFORMATION COMMITTEE



CONSUMER BUSINESS COMMITTEE



PEOPLE AND CULTURE COMMITTEE

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ABOUT IWBD Industry Committees

The International Women Board of Directors (IWBD) brings together senior leaders across industries to accelerate women's representation in boardrooms. IWBD Industry Committees create a space where experienced leaders exchange insights, explore emerging trends, and contribute to advancing women's leadership at the highest levels of business.

What's required: Only 1 hour per quarter

Meetings harness best practices sharing and learnings in each industry/subject. We share a POV at the end of the period and collect the insights discussed in the meetings. Committees:

- Identify the most relevant trends shaping that industry
- Explore how these trends impact women's leadership trajectories
- Discuss how women leaders can strategically leverage these shifts to position themselves for senior executive and board-level roles

In every cycle, we clearly address three dimensions:

1. What the trend is
2. How it affects women leaders
3. How women can intentionally utilize it to strengthen their board readiness and influence.









INDUSTRY COMMITTEE MEETINGS



HR



AI



SUSTAINABILITY



FINANCE



RETAIL



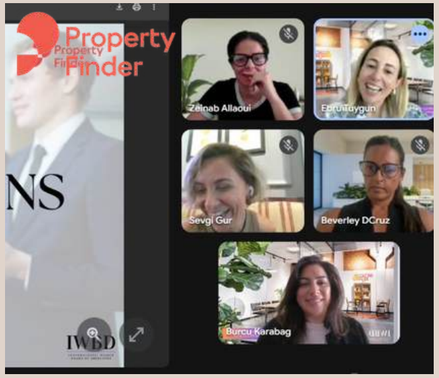
TECHNOLOGY



CMO



HEALTHCARE



INNOVATION

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IWBD Industry Committee Leaders' Perspective

IWBD
INTERNATIONAL WOMEN BOARD OF DIRECTORS

Unilever

> IWBD distinguishes itself through its action-oriented approach. It actively fosters boardroom diversity via leveraging strategic partnerships, offering board-readiness programmes and industry specific advocacy. IWBD addresses barriers by equipping women with essential tools, networks, and visibility to assume leadership roles.



IWBD FINANCE COMMITTEE LEADER

DUYGU PRIGENT

HEAD OF FINANCE UNILEVER MIDDLE EAST

IWBD
INTERNATIONAL WOMEN BOARD OF DIRECTORS

Google Cloud

> I've truly enjoyed being a part of IWBD. The ability to connect with a diverse group of leaders in a flexible format makes our meetings incredibly insightful. I would encourage others to step up and lead because it's a chance to not only grow personally and professionally but also to play a part in creating a more inclusive and innovative future for everyone.



IWBD AI COMMITTEE LEADER

DINA AMIN

GOOGLE CLOUD HEAD OF MARKETING MIDDLE EAST, AFRICA, RUSSIA AND TURKEY

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KNOWLEDGE PARTNER OF INDUSTRY COMMITTEES

WILTON & BAIN

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IWBD Industry Committee Leaders 2026

Healthcare Committee Leader



MARIANTHI PSAHA
President EMEA
Santen Pharmaceutical

Transformation Committee Leader



NINA OLATOKE
Global Chief People Officer
PSA BDP

AI Committee Leader



FARANAK FARAHMAND POUR
Global Strategic Initiatives Director
GOOGLE

CMO Committee Leader



TERRY KANE
Managing Director
The Trade Desk

People & Culture Committee Leader



EMMA EL KAROUT
Vice President Talent
Chalhoub Group

Innovation Committee Leader



SEVGI GUR
Cofounder
Closet Crush

HR Committee Leader



BURCU KARABAG
Principal & Women Program Lead
Wilton & Bain

Entrepreneurship Committee Leader



ANURADHA CHALLU
Chief People & Culture Officer
PROPERTY FINDER

Future Ready Committee Leader



ROULA CHEHAB
Director of Sales
MICROSOFT

Consumer Business Committee Leader



DENİZ YAMANEL
Confectionary and Sweet Snacking Business Executive Officer
NESTLÉ

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IWBD Industry Committees Report

2025/2026

Courage to Champion

IWBD
INTERNATIONAL WOMEN BOARD OF DIRECTORS

WILTON & BAIN

IWBD Industry Committees

FOREWARD BY IWBD

Transforming opportunities into boardroom roles — through Courage.

The IWBD Industry Committees were created to enable honest, cross-industry dialogue on what truly shapes board readiness today. Our focus has been practical: how leadership expectations are evolving, how competence is being redefined in an AI-driven world, and how women leaders can translate experience into visible impact and boardroom influence.

Across the sessions, common themes emerged. Leaders explored how organizations can remain competitive while embedding sustainability as value creation. They examined how artificial intelligence is reshaping every function and what this means for board oversight. Most critically, they addressed why highly capable women remain underrepresented in decision rooms and what must change in talent pipelines, search mandates, and leadership culture.

Our partnership with Wilton & Bain ensured these discussions were grounded in real boardroom dynamics. Their global perspective on executive search and leadership advisory brought clarity to how appointments are made, what boards prioritize, and where gaps persist between capability and opportunity.

I extend my sincere appreciation to our committee partners — Schneider Electric, Pfizer, Wilton & Bain, Google Cloud, The Trade Desk, Property Finder, New Metrics, Unilever, and IFFCO — whose commitment turned the Industry Committees into platforms for knowledge exchange and actionable progress.

The findings reaffirm a clear truth: gender-balanced leadership is not symbolic; it strengthens performance, governance, and resilience. Organizations that broaden their view of leadership will be best prepared for the complexity ahead.

IWBD's mission is to translate this understanding into tangible outcomes — connecting CHROs, executive search leaders, CEOs, and women executives; preparing leaders through our Global Board Readiness programs; and ensuring more women move from potential to appointment.

I hope this report serves as both a reference and a call to action — for boards to expand how they recognize talent, for organizations to embed inclusion into their DNA and Boardroom, and for women leaders to step forward with confidence.

Ebru Tuygun
Advisory Board Chairwoman
IWBD- International Women Board of Directors
& Chief Executive Officer
GVGL Marketing Management
www.gvglmarketing.com



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IWBD Industry Committees

WILTON & BAIN

FOREWARD BY WILTON & BAIN

Accelerating Leadership Journeys to the Boardroom

At Wilton & Bain, we believe that leadership appointments shape the future of organizations. Our approach blends the instinctive, human side of executive search with the precision of data and structured delivery — where art meets science — to help leadership teams scale, transform, and thrive.

Our collaboration with the International Women Board of Directors (IWBD) through the Industry Committees has reinforced a clear conviction: diverse leadership is not an aspiration, but a strategic imperative. Boards that reflect a broader range of perspectives make better decisions, govern with greater insight, and build more resilient businesses.

The discussions captured in this report highlight both the barriers that remain and the practical pathways forward. They reflect real boardroom dynamics — how mandates are shaped, how talent is assessed, and how courage is required to challenge traditional definitions of leadership. Turning opportunity into appointment demands intentional action from organizations, search partners, and boards alike.

At Wilton & Bain, Diversity, Equity and Inclusion is embedded in how we operate and advise our clients. Supporting women leaders to reach board roles is central to creating stronger governance and sustainable competitive advantage. We are proud to partner with IWBD in advancing this mission.

I hope this report inspires organizations to rethink how they identify and develop leaders, and to ensure that more women bring their expertise and judgement to the boardroom.

David Heron
Group CEO
Wilton & Bain
www.wilton-bain.com



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IWBD Industry Committees

THANK YOU

We appreciate all our members who have participated in Industry Committee meetings and who hosted us in their offices at: Microsoft, Google, Property Finder, The Trade Desk, SAP, Chalhoub, Nokia, Mastercard, New Metrics, Deloitte, Schneider Electric, Spotify, 3M, Pfizer, Unilever, Nestle, AstraZeneca, Cigna, and Snapchat.



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INTERNATIONAL WOMEN BOARD OF DIRECTORS

WILTON & BAIN

7 core recommendations

1. **Institutionalize Sponsorship, Not Only Mentorship**
   Move from guidance to advocacy. Establish accountable sponsorship programs where senior leaders actively champion women for P&L, C-suite, and board roles, with clear KPIs tied to succession outcomes.
2. **Redesign Selection Systems to Recognize Potential**
   Broaden definitions of competence through diverse slates, standardized assessments, and bias-aware processes that identify transferable leadership and future-ready capabilities.
3. **Make Visibility a Strategic Discipline**
   Equip women leaders with personal branding, storytelling, and digital presence so impact is visible in decision rooms. Visibility must be treated as a leadership skill, not self-promotion.
4. **Build Cross-Functional Pipelines**
   Leverage rotations, early mentorship, and "ready-now" identification to prepare women for commercial, technical, and governance responsibilities across industries.
5. **Formalize Board Readiness**
   Equip leaders with comprehensive board capabilities across governance, strategy, finance, and digital — including through programs like the IWBD Board Readiness Certificate.
6. **Align DEI & Sustainability with Corporate Purpose**
   Embed inclusion and climate commitments into strategy, incentives, and performance metrics to sustain long-term, resilient progress despite political cycles.
7. **Activate Ecosystems of Allies**
   Leverage allies, search partners, and industry platforms to strengthen access to board opportunities and address bias.

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HEALTHCARE COMMITTEE MEMBERS



Pelin Incesu
Astra Zeneca
Area VP, Middle East, Africa & Turkey



Marianthi Psaha
Santen Pharmaceutical
President EMEA



Ozden Yigit
Bayer
Head of HR MENAT



Isil Ata
Sukoon
Executive VP Human Resources



Olfat Berro
Roche
Area Head Middle East



Sebnem Avsar Tuna
Novo Nordisk
General Manager UK



Niven Al-Khoury
Sanofi
Former GM General Medicines Gulf



Marwa Soliman
Abbott
Regional General Manager EEMENA



HEALTHCARE COMMITTEE

Pfizer

COMMITTEE CHAIR PERSPECTIVE

Healthcare is redefining every board agenda — from patient equity and digital health to data ethics and resilient care systems. Yet the voices shaping these decisions do not always reflect the diversity of those they serve. The IWBD Healthcare Committee was guided by one central question: how do we ensure that women who care for the health of societies are equally present in the rooms where healthcare is governed?

Across our sessions, we confronted the realities behind female underrepresentation in senior healthcare leadership. The gap widens through careers, reinforced by promotion systems that reward perfect criteria matches, internalized bias that limits self-advocacy, and a culture where women are often over-mentored but under-sponsored.

The solutions identified are practical and actionable: redesign promotion pathways to value potential alongside experience, institutionalize active sponsorship with accountable KPIs, and strengthen confidence and executive presence so women leaders become visible candidates for board roles.

Healthcare boards require more than clinical or commercial expertise; they need leaders who combine scientific rigour with empathy, ethical judgement, and long-term thinking. Women leaders bring this balance — yet too often remain unseen when appointments are shaped.

I am proud of the dialogue created within this committee and grateful to all Healthcare Committee members for their openness and courage. The recommendations in this report provide a roadmap to ensure that the future of healthcare governance reflects the full spectrum of talent and perspective.



RADHIKA RAIZADA

Former Global Commercial Director
Pfizer

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HEALTHCARE COMMITTEE

SOLUTIONS & RECOMMENDATIONS



BUILD CONFIDENCE, VISIBILITY & INFLUENCE

- Encourage conversations on imposter syndrome through education programs, authentic storytelling, and peer support networks.
- Strengthen personal branding so women become visible owners of their achievements rather than silent contributors.
- Create safe ecosystems of support that mirror informal power networks and enable rapid advice, advocacy, and collaboration.

REDESIGN PATHWAYS TO SENIOR LEADERSHIP

- Guarantee fair access to opportunities through mandated commercial roles and create policies that value potential alongside experience.
- Identify and fast-track high-potential women with formal talent tracking system and leadership acceleration programs.
- Differentiate development strategies by combining early-career storytelling with senior-level executive presence coaching.





INSTITUTIONALIZE SPONSORSHIP & BOARD READINESS

- Shift from mentoring to active sponsorship.
- Engage male allies and cross-industry champions.
- Formalize board preparation through readiness programs.

Strategic Outcomes for Healthcare Committee:

- Executive Visibility & CEO Role Models: To champion executive presence and increase the number of women in CEO roles, the committee facilitated high-level speaking engagements featuring top regional leaders. Key highlights included:
  - Elif Aral (Regional CEO, Pfizer) and Marianthi Psaha (EMEA President, Santen Pharma) as featured speakers at the IWBD Summit 2025.
  - Pelin Incesu (Gulf CEO, AstraZeneca) at the IWBD-Deloitte Partner Event in 2025.
- Regional Visibility Expansion: A major focus was set on increasing the profile of women leaders in Oman, Kuwait, and Qatar.
- Board Readiness Enhancement: Based on this committee's feedback, the Global Board Readiness Program added specific modules for Executive Presence and Board Attractiveness.

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IWBD Industry Insights

HEALTHCARE COMMITTEE

Challenges discussed

1 PROMOTION GAP FOR SENIOR ROLES

Addressing why women plateau at middle management and struggle to reach the CEO level.

2 IMPOSTER SYNDROME & INTERNALIZED BIAS

Overcoming mental barriers and self-doubt in applying for top roles.

3 LACK OF SPONSORSHIP

Addressing the reality of being "over-mentored but under-sponsored."

4 EXECUTIVE PRESENCE FOR BOARD ROLES

Standing out for non-executive board positions.

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HEALTHCARE COMMITTEE MEMBERS





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MENA and Turkey
Astra Zeneca



Radhika Raizada
Managing Director
Impact Edge



Ozden Yigit
Head of HR MENAT
Bayer



Niven Al-Khoury
Former GM General
Medicines KSA & Gulf
Sanofi



Sebnem Avsar Tuna
General Manager UK
Novo Nordisk



Olfat Berro
Area Head Middle East
Roche



Isil Ata
Executive VP HR
Sukoon Insurance

AI COMMITTEE MEMBERS

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SAP



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Coca Cola Beverages Gulf



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Mastercard



Marwen Ben Messaoud
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Spotify



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Microsoft



Nacho FlorIstan
Director GenAI EMEA
Google

FUTURE READY COMMITTEE MEMBERS

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Vice President
Middle East & Managing
Director UAE
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Reem Asaad
Senior Vice President
Head of Client Services
CEMEA
VISA



Dina El Banna
Tanabod
Founder & CEO

CONSUMER BUSINESS COMMITTEE MEMBERS





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Kellanova



Anne Tulloch
Marketing Director Beauty & Wellness
Alshaya Group



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CMO
Janus Continental Group



Irina KulIkova
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Estée Lauder



Olga Zyryaeva
Global CMO and Brand Leader
Sony Entertainment



Rinita Singh
Group Managing Director
Quantum Consumer Solutions

CMO COMMITTEE MEMBERS

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Dubai Department of Economy and Tourism



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Danone
Head of Marketing
Middle East



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International
Marketing Strategist
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Annie Arsane
Lego
CMO MENA



Omar Saheb
CMO
Samsung MENA



Melda Ates
Head of Growth
Nestle MENA



Mohamed Salah
Microsoft
CMO UAE

PEOPLE AND CULTURE COMMITTEE

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Betul Yalcin Emlek
Chief People and Culture Officer, Yum Brands



Dina Amin
Executive Coach and Fractional Growth Leader



Lorna Mattis
Senior Director, HR EMEA



Maya Rafii
Deloitte
Managing Director, People, Learning, Culture



Merve Ezici
Talent and Culture Leader
New Metrics



Joana Bel
Sustainability Manager
Emirates



Gabrielle Berbigier
Vice President HR Europe

INNOVATION COMMITTEE MEMBERS

IWBD
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VP, Head of Innovation,
Customer Advisory Middle East & South Europe SAP



Pinar Yucealp
CHRO
IBM MEA



Sereen Abu Sheikhah
Regional Sales Lead
MENA and APAC
Snap



Zeynep Colak
Head of Finance MENAT
Cooper Consumer Health



Cynthia Karam
Senior Director of Corporate Affairs, Comms & Sustainability
The Coca Cola Company



Maria Agostini
Client and Sustainability Principal
BCG



Duygu Prigent
Chief Finance Officer
Advisor

ENTREPRENEURSHIP COMMITTEE

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Rana Ghandour Salhab
Managing Partner | People & Purpose | Internal Comms & Societal Impact, Deloitte



Begum Saygecitli
Global Consumption Strategy Director
Microsoft



Nalini Naidu Sawhney
Entrepreneur, MD and Founder
Human.Code LLC



Anca Simona Beta
Odysseuss Strategies
General Manager



Asih Wulansari
VP Marketing
Mashreq Bank



Aylin Coskun Vardar
Regional Finance Director
Abbott



Burcu Betoner
Chief Commercial Director
Waldorf Astoria Dubai Palm Jumeirah



Farha Alimahomed
Off Plan Specialist
1416

TRANSFORMATION COMMITTEE

IWBD
INTERNATIONAL WOMEN BOARD OF DIRECTORS





Kadiatou Ina Diallo
Afg Bank
CEO



Halide Dagli Aydinlik
CEO, Board Member
Emerging Markets



Cristina de Torres
Managing Partner
Torres Global Partners



Basak Torun
Senior Manager Supply Chain
Halliburton



Beverley DCruz
General Manager
Middle East
Costa Coffee



Reena Mohan
Executive, Digital
Solution Delivery
ADCB Bank



Karin Voyatjes
Life Sciences
Senior Finance Director

HR COMMITTEE MEMBERS





Sarah Tabet
Head of HR Middle East
Siemens Energy



Ergul Hemmingsen
CHRO
Core 42



George Abraham
Middle East HR Director
Deloitte



Sandi Coleman
AVP Human Resources,
MEA, SA, Turkey
Eli Lilly



Anja Petrovski
Chief People Officer
Al Nabooda Automobiles



Aylin Oney Dodanli
HR Director IMETA
Boehringer Ingelheim



Sawsan Cheaito
Head of People MENA &APAC
Snap Inc



Lamia Shady
Head of People and
Culture MEA
DXC Technology

IWBD

INTERNATIONAL WOMEN BOARD OF DIRECTORS

2. PREPARE SENIOR WOMEN LEADERS FOR THE BOARDROOM

"True leadership is measured not by the titles we hold, but by the doors we open for others. Sponsoring women to the boardroom isn't just about filling seats—it's about amplifying voices that challenge, inspire, and transform."



Elif Aral
IWBD Advisory Board Member, Former Pfizer Regional President Middle East, Russia and Africa

IWBD Academy & Global Board Readiness Program Coaching & Mentoring



Training Program for Influence, Impact & Growth

Supporting Your Career Journey

IWBD ACADEMY

INTERNATIONAL WOMEN BOARD OF DIRECTORS

Register:
reach@onboardwomen.com

Board Certificate | Networking Events | Industry Committees

5 Defining Modules

1. **Give to Gain** — Create Ripple Effects for Bold Moves
2. **Storytelling & Creativity** — Influencing Through Narrative and Influential Content Generation
3. **Personal Branding** — Executive Presence with Purpose and Attract Bold Opportunities
4. **Negotiation & Bold Decisions** — Navigating Complexity and Empowering the Conversations
5. **Creating Collaborative Teams** — Building a culture of celebrating achievements and amplifying role models



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Why Join This Program?

This is a strategic step in building a brand culture where women thrive, grow and shape the future of your organization.

IWBD Academy has designed this accelerator to strengthen the everyday behaviours that define how the organisation operates — how ideas gain traction, how voices are heard, how decisions are made and how collaboration fuels innovation.

The experience reinforces:

- creativity as a cultural force
- confidence in contribution
- inclusion as a growth driver
- sponsorship as a daily habit
- community as a performance engine
- energy and optimism at work

Delivered through executive dialogues, applied scenarios and peer exchange, participants leave equipped to carry these behaviours into teams, projects and platforms — shaping culture long after the sessions end.

This is an investment in brand strength, talent sustainability and a future-ready organisation.

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SPJ GLOBAL S P Jain School of Global Management

DUBAI • MUMBAI • SINGAPORE • SYDNEY

IWBD INTERNATIONAL WOMEN BOARD OF DIRECTORS

GLOBAL BOARD READINESS PROGRAM



PROGRAM DURATION

30 hours

MODE OF DELIVERY

On-campus, Dubai

NEXT COHORT

January 2027

WHO IS IT FOR?

Women & men in mid- to senior-level roles

PROGRAM CONTENT

Ten modules, one board journey

1. **Corporate Governance Essentials**
   Dr Nada Sayarh
2. **Financial Acumen for Board Members**
   Dr Vincent Hooper
3. **Leadership in Crisis Management**
   Sir Dr Christopher Abraham
4. **Knowing Your Legal Rights in the Boardroom**
   Raya Abu Gulal
5. **Making Sense of AI for the Boardroom**
   Faranak Farahmand Pour
6. **Complex Problems & Bold Decisions in the Boardroom**
   Nina Olatoke
7. **Mastering Leadership: Negotiation & Influence**
   Dr Zakia By
8. **How to Win Your Board with Strong Personal Branding**
   Ebru Tuygun
9. **Talent Attraction: How to Be Hired as a Board Member**
   George Abraham
10. **Leadership Success Journey**
    Sonali Dhawan

BONUS SESSION How I Did It: Personal Inspirational CEO Story — Network Panel Session

PROGRAM FACULTY

Leaders who advise and sit on boards



Ebru Tuygun

Chairwoman – IWBD, CEO – GVGL



Dr Zakia By

Founder & CEO, By Kenda Longevity & Wellness Center; IWBD Board Member



Nina Olatoke

Chief People Officer, PSA BDP



Faranak Farahmand Pour

Global Strategic Director, Google



Raya Abu Gulal

Founder & Managing Partner, R.A.G Legal Consultancy



George Abraham

HR Director MENA, Deloitte



Leadership Success Journey

Sonali Dhawan, P&G Regional CEO

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GET ON BOARD

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S P Jain School of Global Management
DUBAI • MUMBAI • SINGAPORE • SYDNEY



Private Briefing with the Faculty at the Royal Suite

Waldorf Astoria Dubai Palm Jumeirah

Global Board Readiness Certificate Program 2027 Cohort

FEELING STUCK IN YOUR CAREER?

IWBD
INTERNATIONAL WOMEN BOARD OF DIRECTORS

TRANSFORMATIVE MENTORING & COACHING CAN HELP YOU REGAIN CLARITY & MOTIVATION



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3. BRIDGE LEADERSHIP NETWORKS

“Sponsoring women for the boardroom isn’t just about representation—it’s about unlocking the full potential of our organizations. When we champion women in leadership, we foster innovation, strengthen decision-making, and drive long-term business success.”

Banu Karakullukcu
Coca-Cola Gulf Beverages CEO,
IWBD Advisory Board Member



Partner Events-Leadership Inspirational Sessions, IWBD Annual Summit and Social Meet-ups



AI
COMMITTEE



HEALTHCARE
COMMITTEE



ENTREPRENEURSHIP
COMMITTEE



INNOVATION
COMMITTEE



TECHNOLOGY
COMMITTEE



CMO
COMMITTEE



CX COMMITTEE



HR
COMMITTEE



FUTURE READY
COMMITTEE



TRANSFORMATION
COMMITTEE



CONSUMER
BUSINESS
COMMITTEE



PEOPLE AND
CULTURE
COMMITTEE





KICK OFF FOR INDUSTRY COMMITTEES 2026

May 19, 2026
10:30 am CET, 1:30 pm UAE time

Google Dubai Innovation Hub


IWBD
INTERNATIONAL WOMEN BOARD OF DIRECTORS
Google




I'M FEELING IWBD




GET ON BOARD
Microsoft
IWBD
INTERNATIONAL WOMEN
BOARD OF DIRECTORS
Paris,
June 19, 2026


IWBD
Microsoft
Breaking the Barriers:
Growing More Women
in the Boardroom


Breaking the Barriers:
Growing More Women
in the Boardroom
June 19, 2026
Microsoft Paris






IWBD SOCIAL MEET UP
August, 2026
8-11 pm
Bodrum, Turkiye
Community Dinner in Bodrum
IWBD
INTERNATIONAL WOMEN BOARD OF DIRECTORS



GET ON BOARD

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INTERNATIONAL WOMEN
BOARD OF DIRECTORS

Cannes,
June 22-26, 2026


Microsoft
Gardens


LIONS




FQ
the FEMALE QUOTIENT
WITH LOVE
FROM CANNES


Microsoft
Gardens





IWBD SOCIAL MEET UP

October 10, 2026
9-11:00 am
Royal Suit, Waldorf Astoria Dubai Palm Jumeirah







Yoga and Sound Healing

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INTERNATIONAL WOMEN BOARD OF DIRECTORS

IN COLLABORATION WITH Capgemini Microsoft

WOMEN & AI

LEADING WITH COURAGE IN THE AGE OF AI

PRIVATE ROUNDTABLE

5 November 2026
8:00 – 9:30 AM
ADIPEC AI Zone
Abu Dhabi

DURING ADIPEC 2026

GET ON BOARD

BY INVITATION ONLY | LIMITED TO 15 SENIOR LEADERS | RSVP: reach@onboardwomen.com


IWBD
INTERNATIONAL WOMEN BOARD OF DIRECTORS
First Impressions, Second Loves
Breakfast club: Circular fashion, design trends and personal styles
IWBD SOCIAL MEET UP
October 21, Wednesday
10:00 am - 12:00 pm
The Strand, Palm Jumeirah
CLOSETCRUSH


GET ON BOARD
Santen
IWBD
INTERNATIONAL WOMEN BOARD OF DIRECTORS
Switzerland, January, 2027

GROW YOUR PROFILE TO GET ON BOARD

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INTERNATIONAL WOMEN BOARD OF DIRECTORS







PARTNER EVENTS

GET ON BOARD

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KEYNOTE SPEAKER

MELISSA JONES BRIGGS
Faculty, Stanford University's Graduate School of Business



On Faculty at Stanford University's Graduate School of Business (GSB) Melissa works as a Lecturer in Organizational Behavior teaching Acting with Power. **This popular MBA and Executive Education course uses performance techniques to help students address their issues around power, authority, and status.**

In this highly interactive workshop, we're taking on how you see yourself and how others see you, so you can negotiate both professional and social settings with greater agility and confidence. Combining performance techniques and the latest data from the fields of social psychology, this session will provide insight into how behavioral range - physical, vocal, intellectual, mindset, and strategic - affects your impact at work, and beyond.

ACTING WITH POWER

CELEBRATING INTERNATIONAL WOMEN'S DAY

ACCELERATE ACTION: LEADERSHIP, GROWTH AND IMPACT

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PARTNER EVENTS

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Deloitte.

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INTERNATIONAL WOMEN BOARD OF DIRECTORS





PARTNER EVENTS

Panel: The Power of Diverse Leadership Styles

Moderator:



Ebru Tuygun
CEO, GVGL & IWBD Advisory Board Chairwoman

Panelists:



Dr. Pelin Incesu
Area Vice President Middle East & Africa- AstraZeneca



Rana Ghandour Salhab
Managing Partner, People & Purpose – Deloitte Middle East

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IWBD @ ATHAR FESTIVAL



PARTNER EVENTS













IWBD X SNAP RIYADH







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IWBD X SPOTIFY











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WOMEN IN THE BOARDROOM

IWBD Annual Summit 2026

We invite you to be part of a meaningful collaboration that delivers visibility, engagement, and lasting impact.

Waldorf Astoria
Dubai Palm Jumeirah
Novemver 20, 2026

IWBD
INTERNATIONAL WOMEN
BOARD OF DIRECTORS

IWBD Women in the Boardroom Annual Summit

Waldorf Astoria
Dubai Palm Jumeirah



COURAGE

“Every woman’s courage lights the path for another to rise.”

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INTERNATIONAL WOMEN BOARD OF DIRECTORS

Women in the Boardroom Annual Summit 2026

COURAGE PREMIUM PARTNER

theTradeDesk

STRATEGIC PARTNER

Property Finder

KNOWLEDGE PARTNER

WILTON & BAIN

EXPERIENCE PARTNER

GVGL
GLOBAL MARKETING MANAGEMENT

PURPOSE PARTNER

BAYER

VENUE PARTNER

WALDORF ASTORIA

GROWTH PARTNER

BEE ROYAL LIMOUSINE

CARE PARTNER

kenvue

POWER PARTNER

FLOWER PÓWER

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IWBD Women in the Boardroom Annual Summit

Courage Award Categories

- The Courage Award - The Trade Desk
- Care Award by - Kenvue
- Women in Tech Award - by The Trade Desk
- Leadership Award - Property Finder
- Purpose Award - Bayer
- Positive Leader Award -
- *Inspire Award - Chakra*
- *Impact Award -*
- *Growth Award -*
- *Power Award -*
-

THE JURY



COURAGE





















IWBD Annual Summit March 2025













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IWBD Annual Summit
March 2023-4



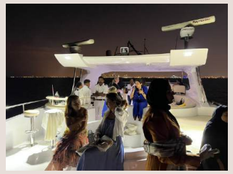






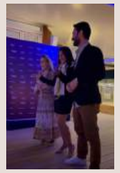


















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Women in the Boardroom Annual Summit



GET ON BOARD

October 2026

Waldorf Astoria Dubai Palm Jumeirah

IWBD
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SOCIAL meet ups

alo





AURA
SKYPOOL

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SOCIAL
meet ups







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SOCIAL
meet ups

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COMMUNITY DINNER BODRUM

August 1, Friday 8 PM
Ferhunde Meyhane, Full set menu, including drinks, live music 350 aed, payment towards the restaurant
Yalıkavak, Bodrum, Turkiye
Limited space, rsvp: reach@onboardwomen.com

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SOCIAL meet ups

lululemon













SUNSET 55°

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Courage Talks



Strategical Perspective

How to navigate ambiguity, what's next?

April 2
10:30 am CET
12:30 pm UAE

IWBD
INTERNATIONAL WOMEN BOARD OF DIRECTORS

Courage Talks

Strategical Perspective

How to navigate ambiguity, what's next?

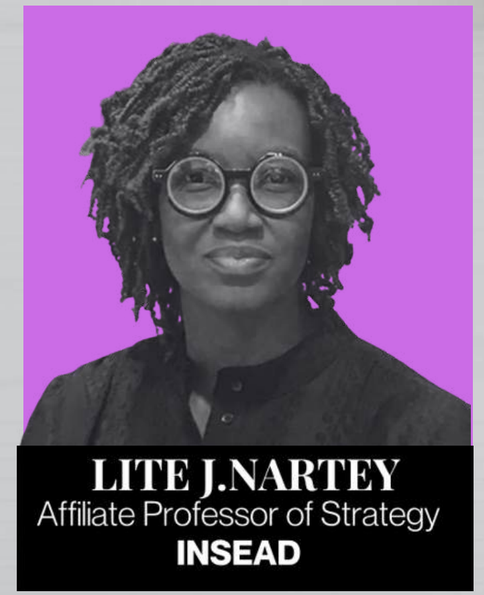
Speakers



EBRU TUYGUN
IWBD Chairwoman, CEO
GVGL Marketing Management



SAMI ZOUEHID
Managing Partner MENA
Wilton & Bain



LITE J.NARTEY
Affiliate Professor of Strategy
INSEAD

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GET ON BOARD

PARTNER EVENTS

SAUDI	IWBD x SNAPCHAT OCTOBER 21, 2025. 4 PM
OMAN	IWBD x BP DECEMBER 4, 2:00PM
EGYPT	IWBD x BAYER FEBRUARY 2027
QATAR	IWBD x DELOITTE MARCH 2027
NEW YORK	IWBD x tbc APRİL 2027

MASTERCLASS:
GROW YOUR PROFILE TO ATTRACT OPPORTUNITIES TO LEAD IN THE BOARDROOM

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INTERNATIONAL WOMEN BOARD OF DIRECTORS

GIVING PLATFORM TO OUR COMMUNITY



“True progress is not measured by how many women enter the boardroom but by how deeply they influence decisions, challenge the status quo, and shape the future of business. At IWBD, we are not just advocating for more seats at the table – we are building a new table where inclusive leadership is the standard, not the exception.”

— Ebru Tuygun, IWBD Advisory Board Chairwoman, GVGL CEO,

IWBD Newsletter
Media - partner magazine
Blogs
Articles
Video Interviews

IWBD

INTERNATIONAL WOMEN
BOARD OF DIRECTORS

Leadership Opinion



IWBD ADVISORY BOARD
MEMBER AND PEOPLE &
CULTURE COMMİTTEE LEADER

EMMA EL KAROUT

VP TALENT CHALHOUB GROUP

IWBD

INTERNATIONAL WOMEN
BOARD OF DIRECTORS

Meet Our Community



IWBD MEMBER

RANA GHANDOUR SALHAB

DELOITTE MANAGING PARTNER | PEOPLE & PURPOSE

INTRODUCING SPEAKER DIRECTORY

Women Leaders on Global Stages

Positioning IWBD members for greater visibility and speaking opportunities worldwide

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GET ON BOARD









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Boardroom Strategies

AUGUST

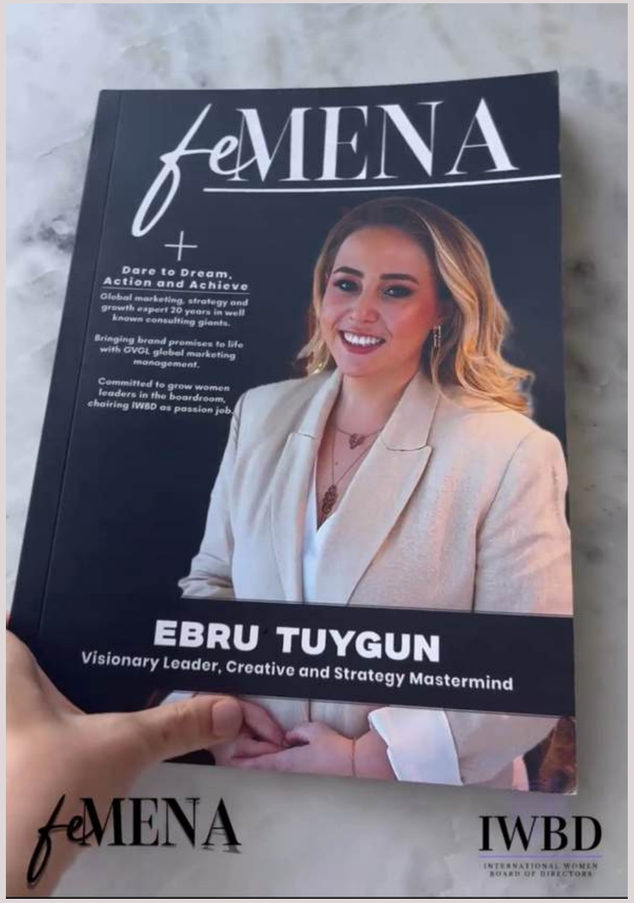
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Objectives

Representation
Industry Committees led by senior executives across various sectors. Quarterly gatherings and annual POV insights shaping structural progress.

Preparation
Global Board Readiness Program in collaboration with SP Jain School of Global Management. IWBD Academy, executive positioning, personal branding and mentoring.

Access
Curated leadership gatherings, private partner events with Linkedin, Deloitte, Snapchat, Spotify, Schneider Electric, bp, Bayer, Microsoft, etc, and the Women in the Boardroom Annual Summit.

Why matters?

We believe boardrooms shape economies, industries, and societies. Representation at that level is strategic, influencing governance, growth, and long-term impact.



Our Vision

To grow the number of women in the boardroom.

Board Certificate | Networking Events | Industry Committees

Ways of engagement

CORPORATE PACKAGES
Solo Membership
3 Members
5 Members
5+ Members

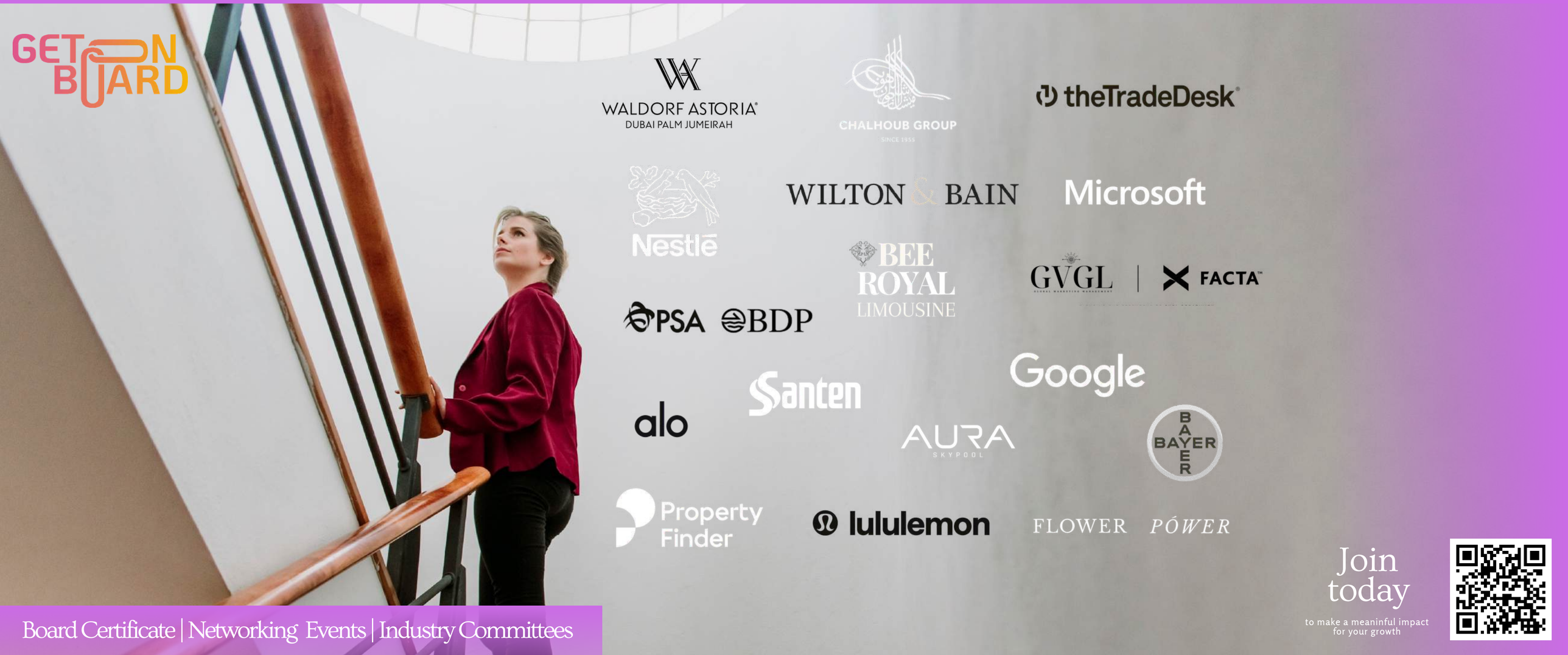
Includes:
- Access to the IWBD Women in the Boardroom Annual Summit
- Access to partner leadership sessions (LinkedIn, Deloitte, Google, Spotify and others)
- 20% preferred rate on Personal Branding Executive Workshop
- Newsletter spotlight opportunities
- Executive visibility features



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INTERNATIONAL WOMEN BOARD OF DIRECTORS

Grow Yourself with Powerful Network



Board Certificate | Networking Events | Industry Committees

Join today

to make a meaninful impact for your growth

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GET ON BOARD

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WOMEN

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+971 58 512 04 23

LEADERSHIP INSPIRATIONAL SESSIONS



GLOBAL BOARD READINESS PROGRAM



INDUSTRY COMMITTEES

