

Growing Women Leaders for the Boardroom

www.onboardwomen.com

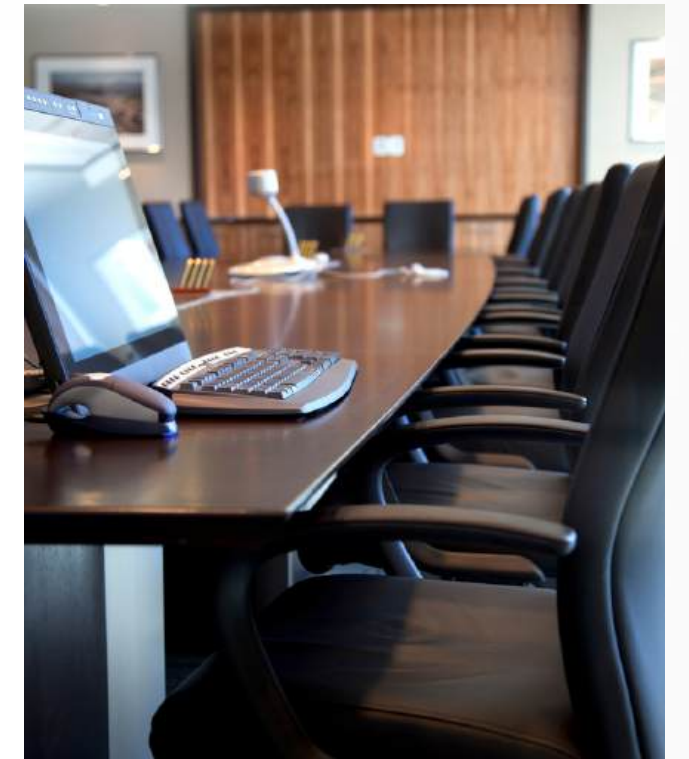
Join
today

to make a meaningful impact
for your growth



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.



*Growing
women leaders*

OBJECTIVES

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



EBRU TUYGUN
Advisory Board
Chairwoman, IWBD
CEO, GVGL Marketing



PARTHA P. SINHA
Senior Advisor
MCKINSEY



**BANU
KARAKULLUKCU**
Chief Executive Officer
GULF COCA COLA
BEVERAGES



SONALI DHAWAN
CEO and General Manager
P&G GULF



ZAKIA BY
Senior Vice President
International Operations
Clinical & Regulatory
NOVO NORDISK



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



ELIF ARAL
Former Regional President
for Middle East, Russia, and
Africa (MERA)
PFIZER



**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



**MIKI HIRASAWA
ASHTON**
Former Global Leader -
Sustainability Engagement
3M



SAMI ZOUEHID
Regional Managing Partner
MENA Region
WILTON & BAIN



EMMA ELKAROUT
Vice President Talent
Chalhoub Group



SEVGİ GÜR
Chief Marketing Officer
PROPERTY FINDER



NINA OLATOKE
Chief People Officer
PSA BDP

IWBD COMMITTEE LEADERS & PARTNERS 2026



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

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

INTERNATIONAL WOMEN BOARD OF DIRECTORS

Choose Your
Path Wisely

IWBD
ACADEMY

IWBD
COURAGE
SERIES

IWBD
BOARD
CERTIFICATE
PROGRAM

IWBD
SPEAKER
DIRECTORY

IWBD
COURAGE
AWARDS

IWBD
GLOBAL
COACHING
PROGRAM

IWBD
LEADERSHIP
OPINION

IWBD
SOCIAL
MEET-UPS

Board Certificate | Networking Events | Industry Committees

Join
today

to make a meaningful impact
for your growth



“

"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



1. PROMOTING WOMEN'S REPRESENTATION ON BOARDS

Industry Committees



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

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

IWBD Industry Committee Leaders' Perspective



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



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

**KNOWLEDGE PARTNER
OF INDUSTRY
COMMITTEES**

WILTON & BAIN

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





IWBD Industry Committees Committees Report

2025 / 2026

Courage to Champion



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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WILTON & BAIN

IWBD Industry Committees

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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WILTON & BAIN

7 core recommendations

- | | |
|---|----------|
| Institutionalize Sponsorship, Not Only Mentorship
Move from guidance to advocacy. Establish accountable sponsorship programs where senior leaders actively champion women for PSL, C-suite, and board roles, with clear KPIs tied to succession outcomes. | 1 |
| 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. | 2 |
| 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. | 3 |
| Build Cross-Functional Pipelines
Leverage rotations, early mentorship, and "ready-now" identification to prepare women for commercial, technical, and governance responsibilities across industries. | 4 |
| Formalize Board Readiness
Equip leaders with comprehensive board capabilities across governance, strategy, finance, and digital — including through programs like the IWBD Board Readiness Certificate. | 5 |
| 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. | 6 |
| Activate Ecosystems of Allies
Leverage allies, search partners, and industry platforms to strengthen access to board opportunities and address bias. | 7 |

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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



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.

3 LACK OF SPONSORSHIP

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

2 IMPOSTER SYNDROME & INTERNALIZED BIAS

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

4 EXECUTIVE PRESENCE FOR BOARD ROLES

Standing out for non-executive board positions.

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HEALTHCARE COMMITTEE MEMBERS

Healthcare
Committee
Leader

**MARIANTHI
PSAHA**
President EMEA
Santen Pharmaceutical

GET ON
BOARD



Pelin Incesu
Area Vice President
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

AI Committee Leader

FARANAK FARAHMAND POUR
Global Strategic Initiatives Director
GOOGLE

GET ON BOARD



Carol Chen
Global Senior VP Brand and Marketing, ADNOC



Erdem Aksakal
Global Director Sustainability Marketing SAP



Doruk Alptekin
Head of Strategy, Planning, RGM Coca Cola Beverages Gulf



Dr. Bushra Alahmadi
Assistant Professor King Saud University



Hanane Sbai
Fintech & Digital Enablers Lead, East Arabia Mastercard



Marwen Ben Messaoud
Head of Growth, Middle East, Africa, South Asia & Turkey Spotify



Petra Korlca
Senior Partner Technology Strategy Lead, EMEA Microsoft



Nacho FlorIstan
Director GenAI EMEA Google

CONSUMER BUSINESS COMMITTEE MEMBERS

Consumer Business
Committee Leader





**DENİZ
YAMANEL**
Confectionary and
Sweet Snacking
Business Executive
Officer
NESTLÉ





Sarah Qazi
Marketing Director, Beauty
& Wellbeing Arabia
Unilever



Burcu Yazici
Senior Director,
Cereal MENAT SSA
Kellanova



Anne Tulloch
Marketing Director Beauty &
Wellness
Alshaya Group



Surina Treon
CMO
Janus Continental Group



Irina Kulikova
VP Europe, UK & Ireland,
and Emerging Markets
Estée Lauder



Olga Zyryaeva
Global CMO and Brand
Leader
Sony Entertainment



Rinita Singh
Group Managing Director
Quantum Consumer Solutions

CMO COMMITTEE MEMBERS

CMO
Committee
Leader





TERRY KANE
Managing Director
The Trade Desk

GET ON
BOARD



Aida Al Busaidy
Associate VP
Dubai Department of
Economy and Tourism



Antoine Moukarsel
Danone
Head of Marketing
Middle East



Sophie Chogovadze
International
Marketing Strategist
The Wendy's Company



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



People & Culture
Committee
Leader





**EMMA
EL KAROUT**
Vice President Talent
Chalhoub Group





Wieske Heinen Elgün
Partner and Regional People
Leader, McKinsey



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

FUTURE READY COMMITTEE MEMBERS

Future Ready
Committee Leader





**ROULA
CHEHAB**
Director of Sales
MICROSOFT

GET ON
BJARD



Gozde Akar Cevikel
Business Unit
General Manager
Amazon



Aida Elbouanani
MEA Business
Development Director
Data Centers
bp



Yasin Kasirga
GE Vernova
Sustainability
Leader, Middle East
and Africa



Rima Manna
Vice President
Middle East & Managing
Director UAE
Nokia



Reem Asaad
Senior Vice President
Head of Client Services
CEMEA
VISA



Dina El Banna
Tanabod
Founder & CEO

INNOVATION COMMITTEE MEMBERS

Innovation
Committee
Leader





SEVGI GUR
Cofounder
Closet Crush





Rahma BEAUGRAND
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



Entrepreneurship
Committee Leader



**ANURADHA
CHALLU**
Chief People & Culture
Officer
**PROPERTY
FINDER**

GET ON
BJARD



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
CFO, Finance Director



Burcu Betoner
Chief Commercial Director
Waldorf Astoria Dubai Palm
Jumeirah



Farha Alimahomed
Off Plan Specialist
1416

TRANSFORMATION COMMITTEE



Transformation
Committee Leader





**NINA
OLATOKE**
Global Chief People
Officer
PSA BDP





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



Lia Lungu
Founder Managing Partner
The Advisory Partnership



Reena Mohan
Executive, Digital
Solution Delivery
ADCB Bank



Karin Voyatjes
Arcera Life Sciences
Senior Finance Director

HR COMMITTEE MEMBERS

HR
Committee
Leader





**BURCU
KARABAG**
Principal & Women
Program Lead
Wilton & Bain





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

“

"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



2. PREPARE SENIOR WOMEN LEADERS FOR THE BOARDROOM

IWBD Academy &
Global Board
Readiness Program
Coaching & Mentoring

➤ Training Program
for Influence,
Impact & Growth



Supporting
Your
Career
Journey

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



5 Key Modules

1. **Leading Through Uncertainty** — Holding Clarity When Direction Is Evolving
Storytelling & Creativity
2. **Navigating Ambiguity** — Strengthening Decision-Making Under Pressure
3. **Resilient Leadership** — Elevating Energy, Focus, and Perspective
4. **Leading with Empathy and Responsibility** — Strengthening Human-Centered Leadership
5. **Emerging Stronger** — Turning Complexity into Leadership Advantage



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.

Why Join This Program?



[Executive Education](#) > [Open Programs](#) > Global Board Readiness Program

ENQUIRE NOW

First Name *

Last Name *

Mobile Number *

Email Id *

Designation *

Current Organization *

Industry of Work* ▼

State * ▼

How did you hear about us?

SUBMIT

GLOBAL BOARD READINESS PROGRAM

A program by International Women Board of Directors and SP Jain School of Global Management

next cohort:
October 2026

MEET THE FACULTY



Amel Chadli
Schneider Electric President of Gulf Countries

I will be teaching:
Mastering Leadership – The Art of Negotiation and Influence



Banu Karakullukcu
CEO – Coca Cola Beverages, Gulf

I will be teaching:
How to Solve Complex Problems and Take Bold Decisions



Dr. Christopher Abraham
CEO & Head of Campus – Dubai
Director – Executive Education programs

I will be teaching:
Leadership in Crisis Management



Ebru Tuygun
IWBD Chairwoman, GVGL CEO

I will be teaching:
How to Win Your Board with Strong Personal Branding



Faranak Farahmand Pour
Global Strategic Director, Google

I will be teaching:
Making Sense of AI for the Boardroom



George Abraham
HR Director MENA, Deloitte

I will be teaching:
Talent Attraction and How to Be Hired as a Board Member



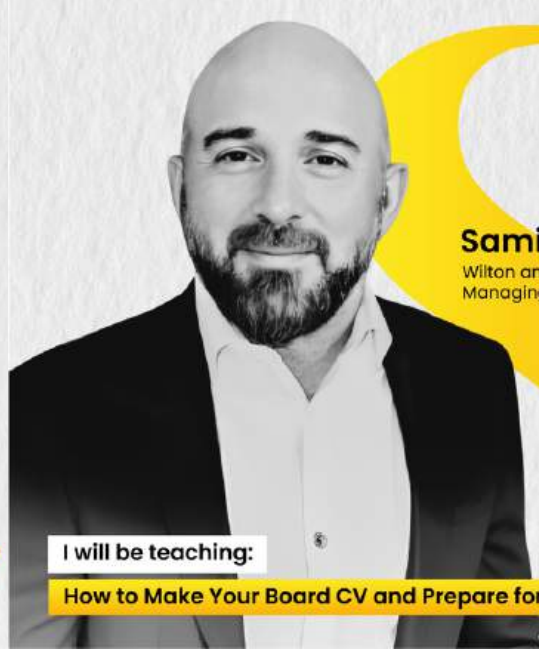
Dr. Nada Sayarh
Associate Professor – Marketing &
Deputy Director – Ethics, Sustainability
& Social Responsibility

I will be teaching:
Corporate Governance Essentials



Raya Abu Gulal
R.A.G Legal Consultancy Founder
and Managing Partner

I will be teaching:
Knowing Your Legal Rights in the Boardroom



Sami Zouehid
Wilton and Bain – Middle East
Managing Partner

I will be teaching:
How to Make Your Board CV and Prepare for Interviews



Dr. Vincent Hooper
Professor and Area Head – Finance

I will be teaching:
Financial Acumen of Board Members

FEELING STUCK IN YOUR CAREER?

**TRANSFORMATIVE
MENTORING
& COACHING
CAN HELP
YOU
REGAIN
CLARITY &
MOTIVATION**



“

“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

3. BRIDGE LEADERSHIP NETWORKS

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



GET ON
BOARD



Microsoft

IWBD

INTERNATIONAL WOMEN
BOARD OF DIRECTORS

Paris,
June 19, 2026



GET ON
BOARD



Cannes,
June 22-26, 2026



IWBD SOCIAL MEET UP

📅 August, 2026
8-11 pm

📍 Bodrum, Türkiye

Community
Dinner in
Bodrum

IWBD

INTERNATIONAL WOMEN
BOARD OF DIRECTORS

GET ON
BOARD

Santen

IWBD
INTERNATIONAL WOMEN
BOARD OF DIRECTORS

Switzerland,
September, 2026

IWBD SOCIAL MEET UP

📅 September, 2026
5 pm - 7pm
📍 TBC, Dubai

Drinks and Talks
on the Beach





GROW YOUR PROFILE TO GET ON BOARD



PARTNER
EVENTS



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

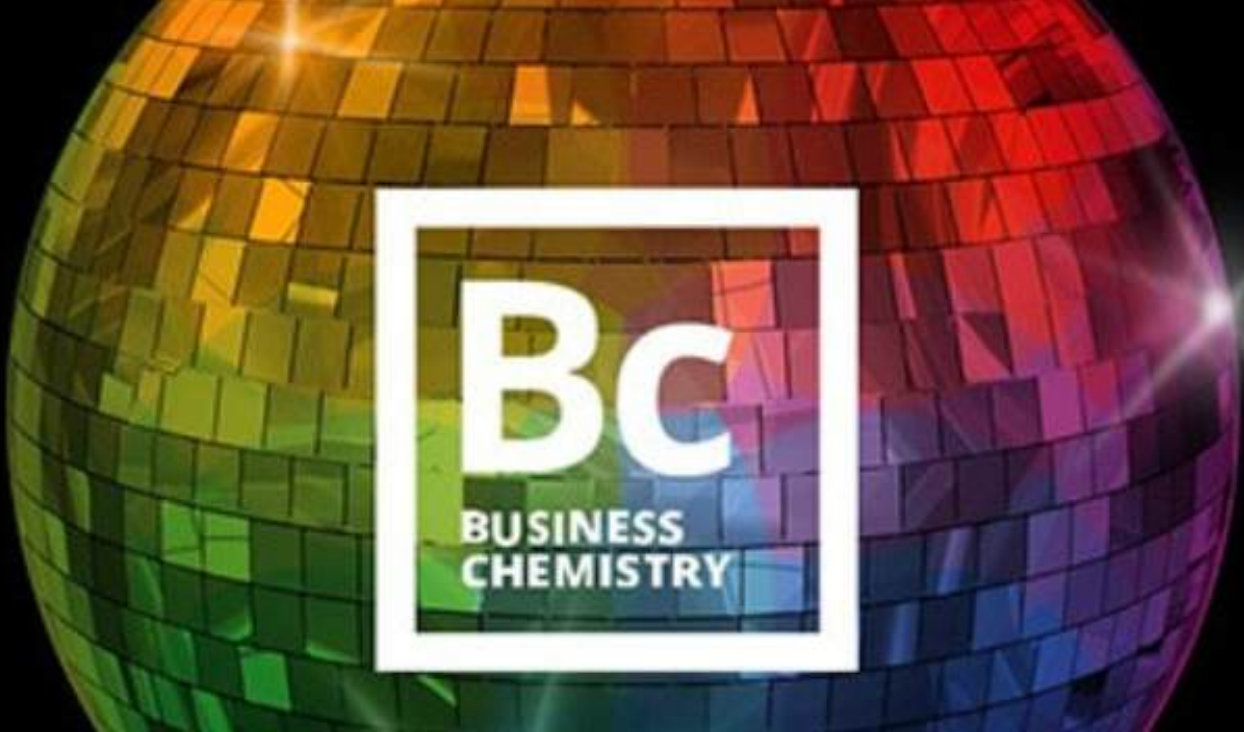


CELEBRATING INTERNATIONAL WOMEN'S DAY

ACCELERATE ACTION: LEADERSHIP, GROWTH AND IMPACT



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

PARTNER
EVENTS

IWBD @ ATHAR FESTIVAL



PARTNER
EVENTS



IWBD X SNAP RIYADH



PARTNER
EVENTS



IWBD X SPOTIFY



PARTNER EVENTS



PARTNER
EVENTS



PARTNER EVENTS



COURAGE

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



COURAGE

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

**COURAGE
PREMIUM PARTNER**

 **theTradeDesk**

**STRATEGIC
PARTNER**

 **Property
Finder**

**KNOWLEDGE
PARTNER**

WILTON & BAIN

**EXPERIENCE
PARTNER**


GVGL
GLOBAL MARKETING MANAGEMENT

**PURPOSE
PARTNER**


**B
A
Y
E
R**

**VENUE
PARTNER**


WALDORF ASTORIA®
SINCE 1893

**GROWTH
PARTNER**


**BEE
ROYAL
LIMOUSINE**

**CARE
PARTNER**

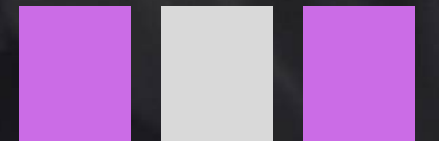

kenvue

**POWER
PARTNER**

FLOWER PÓWER

Courage Award Categories

- The Courage Award - The Trade Desk
- Care Award by - Kenvue
- Growth Award - by Bee Royal Limousine
- Power Award - by Flower Power
- Women in Tech Award - by The Trade Desk
- Leadership Award - Property Finder
- Purpose Award - Bayer
- Positive Leader Award - GVGL
- *Inspire Award - Chakra*
- *Impact Award - Salesforce - tbc*



THE JURY



COURAGE



IWBD Annual Summit

March 2025



IWBD Annual Summit March 2023-4





Women in the Boardroom Annual Summit

October 2026
Waldorf Astoria Dubai
Palm Jumeirah



SOCIAL meet ups





SOCIAL
meet ups

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



Courage Talks

Strategical Perspective

How to navigate
ambiguity, what's next?



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

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

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

SAUDI

IWBD x SNAPCHAT

OCTOBER 21, 2025. 4 PM

OMAN

IWBD x BP

DECEMBER 4, 2:00PM

EGYPT

IWBD x BAYER

OCTOBER 2026

QATAR

IWBD x DELOITTE

NOVEMBER 2026

NEW YORK

IWBD x tbc

MARCH 2027

“

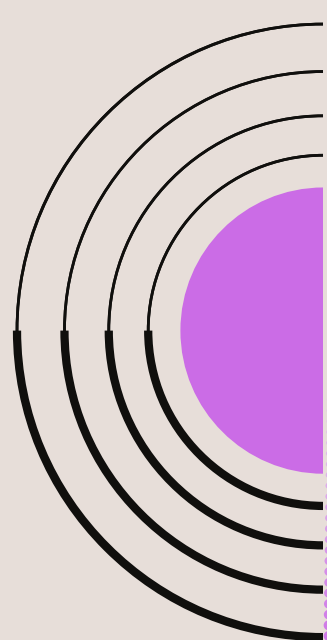
“True progress is not measured by how many women enter the boardroom but by how deeply they influence decisions, challenge the status quo, and shape the future of business. At IWBD, we are not just advocating for more seats at the table – we are building a new table where inclusive leadership is the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

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



GIVING PLATFORM TO OUR COMMUNITY

IWBD Newsletter
Media - partner magazine
Blogs
Articles
Video Interviews



Leadership Opinion



IWBD ADVISORY BOARD
MEMBER AND PEOPLE &
CULTURE COMMITTEE LEADER

EMMA EL KAROUT

VP TALENT CHALHOUB GROUP



Meet Our Community



IWBD MEMBER

**RANA GHANDOUR
SALHAB**

DELOITTE MANAGING PARTNER | PEOPLE & PURPOSE

INTRODUCING SPEAKER DIRECTORY

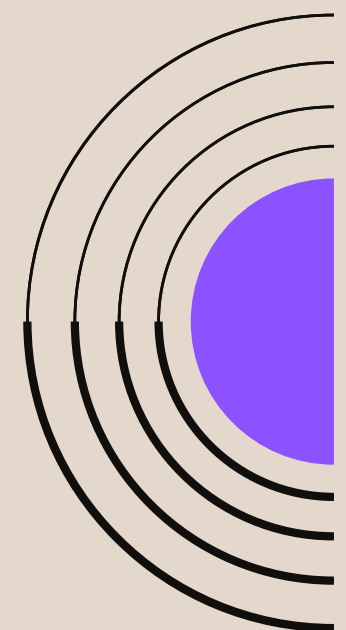
Women Leaders on
Global Stages

**Positioning IWBD members for
greater visibility and speaking
opportunities worldwide**

GET ON
BOARD

IWBD
INTERNATIONAL WOMEN
BOARD OF DIRECTORS

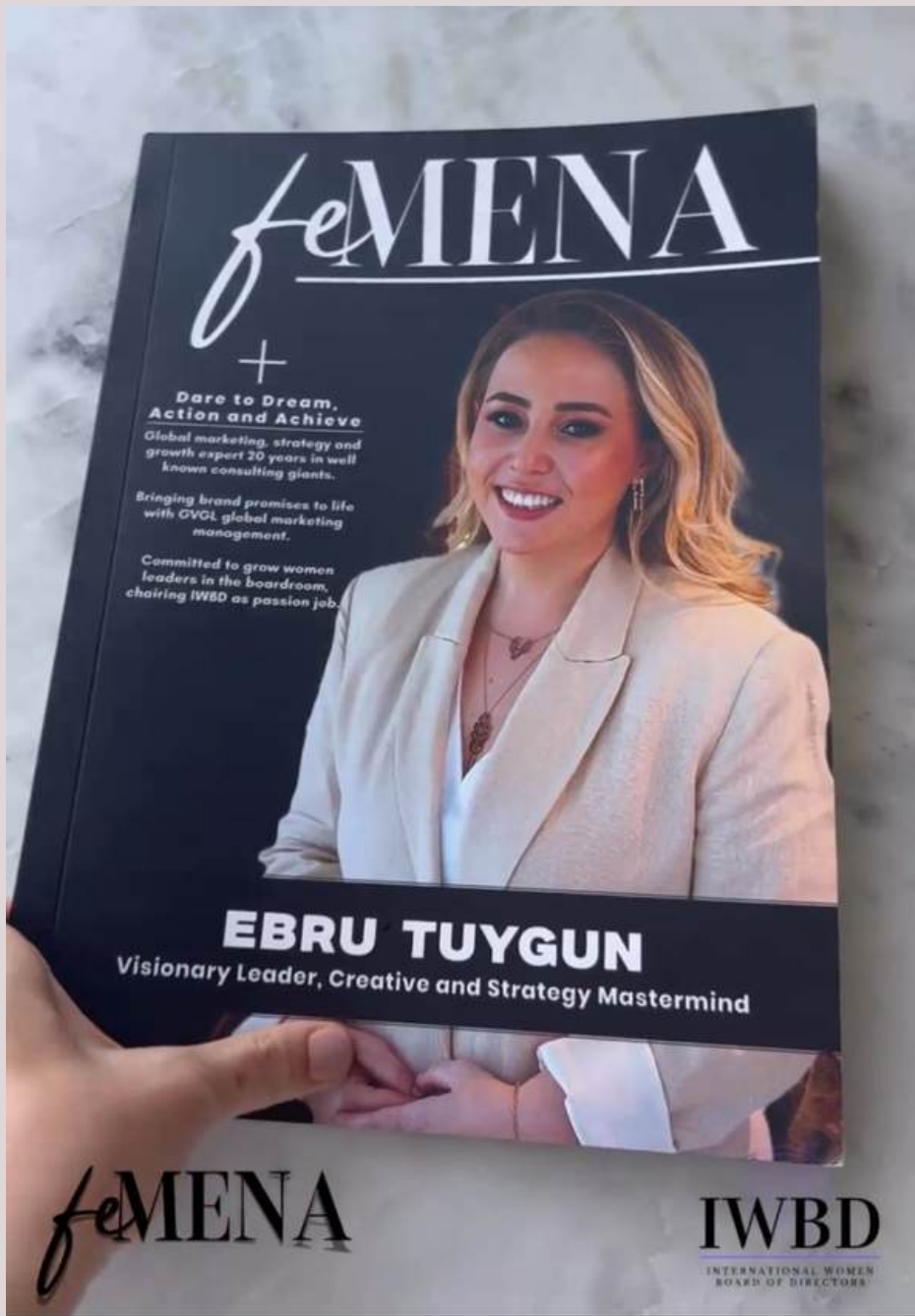




Boardroom Strategies

MAY – JUNE

WWW.ONBOARDWOMEN.COM





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.

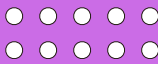
Why matters?

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

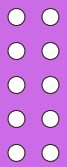


Our Vision

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

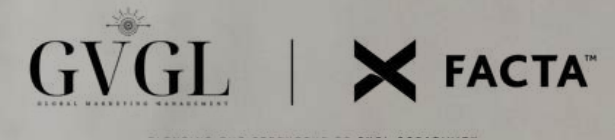




INTERNATIONAL WOMEN BOARD OF DIRECTORS

Grow Yourself with
Powerful Network

GET ON
BOARD

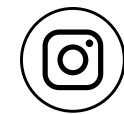


Join
today

to make a meaningful impact
for your growth



Board Certificate | Networking Events | Industry Committees



@on_board_women



/IWBD - On Board Women



www.onboardwomen.com



reach@onboardwomen.com



@IWBDOnBoardWomen



+971 58 512 04 23

LEADERSHIP INSPIRATIONAL SESSIONS



GLOBAL BOARD READINESS PROGRAM



INDUSTRY COMMITTEES

