



Corporate Culture: The Secret Ingredient

10th Hawkamah Annual Conference

8th of November, Armani Hotel

Dubai - UAE

AGENDA

Corporate culture is a set of values that influence decision making and behavior at all levels of the organization. Corporate culture is what makes each organization unique and stand-out among its peers. On the other hand a flawed corporate culture has emerged as a root cause of many of recent financial scandals. This has attracted the attention of regulators and governance experts especially recently with the Financial Reporting Council (UK) issuing a report on corporate culture and the role of the board.

Going beyond just looking at specific governance structures, laws and regulations, regulators--and also boards--are now starting to look at culture. This is a recent trend in global corporate governance discourse and Hawkamah's over a decade's work in advancing corporate governance in the region are also showing that regional companies are starting to focus on culture, from the perspectives of the C-suite whose responsibility is to create and measure culture and the board who plays a role in defining and monitoring culture.

8.30 – 9.00	REGISTRATION & MORNING COFFEE
Opening Session	
9.00 – 9.10	Opening Address HE Hamad Buamim , Chairman, Hawkamah
9.10 – 9.30	Keynote Address HE Mona al Marri , Vice Chairwoman, UAE Gender Balance Council
Session One	
9:30 – 9:45	Keynote Speaker Musaeed M. Al Mineefi , CEO, Saudi Investment Bank



<p>9.45 – 10.30</p>	<p>CEO Roundtable: Creating Corporate Culture</p> <p>For a corporate governance framework to be effective, the organization’s leadership values and principles must be reflected in day-to-day activities and executive behavior. Corporate governance is essentially about behavior and this session looks at how companies can work on their corporate culture by incentivizing the right behaviors.</p> <p>This session aims to set the scene for the rest of the day. The session will cover the concept of culture in general, the meaning of corporate culture, and what are the elements of corporate culture. The session also discusses the process of making decisions in companies and the effect of culture on the process.</p> <p>Moderator: Dr. Ashraf Gamal el Din, CEO, Hawkamah</p> <p>Panelists:</p> <ul style="list-style-type: none">• Musaeed M. Al Mineefi, CEO, Saudi Investment Bank• Eng. Omar Al Wahaibi, CEO, Oman Electricity Holding Company• Anas al Madani, Vice Chairman and Group CEO, Index Holding• Hassan Jarrar, CEO, Bahrain Islamic Bank• Ahmad Al Ansari, Acting CEO, Dubai South
<p>10.30 – 11.00</p>	<p>COFFEE BREAK</p>
<p>Session Two</p>	
<p>11.00 – 11:50</p>	<p>The Board’s role in defining and monitoring culture</p> <p>The board of directors is responsible for deciding on the direction of the company, approving the strategy, and setting the company’s values and ethical standards. This session aims at presenting some of the key areas that the board in charge of and that directly affect the corporate culture. This includes the tone at the top, risk appetite, internal audit systems, values and ethics, remuneration and KPIs.</p> <p>Moderator: Alec Aaltonen, Vice President, Hawkamah</p> <p>Panelists:</p> <ul style="list-style-type: none">• Michael Masceranhas, CEO, Desert Group• Lubna Qassim, Executive Vice President, Group General Counsel, and Group Company Secretary, Emirates NBD• Anil Kumar Parimoo, Chief Risk Officer, Dubai Islamic Bank• Johan Brand, Managing Director, Leadership Advisory



Session Three	
11:50 – 12:10	<p>Different Boards, Different Cultures</p> <p>Keynote Speaker: Sophie L’Helias, Director, Chairwoman of Remuneration Committee and Member of Audit Committee, Kering SA</p>
12:10 – 13:00	<p>Diversity in the board room – How to change the culture Board rooms are typically male dominated. The session explores how to overcome cultural barriers to more female representation in the boardroom and how board diversity can positively impact the overall corporate culture.</p> <p>Moderator: John Everington, Journalist, The National</p> <p>Panelists:</p> <ul style="list-style-type: none">• Sophie L’Helias, Director, Chairwoman of Remuneration Committee and Member of Audit Committee, Kering SA• Huda Buhumaid, Chief Marketing Officer, Dubai Holding• Christina Ioannidis, Chief Engagement Officer, Aquitude• Khawar Ansari, Regional Director, International Finance Corporation
13.00 – 14.00	LUNCH
Session Four	
14.00 – 14:45	<p>A Chairman’s Perspective– Leadership and the creation of good corporate culture</p> <p>It has been said that “culture eats strategy for breakfast”. This one-on-one interview will focus on the role of the Chairman in creating the culture within the boardroom and across the organization to support the achievements of business goals.</p> <p>In this session a Chairman of one of the organizations that went through a successful process of culture change will be interviewed. The interview will focus on the reasons that led to desire to change the organizational culture, how it was done, and what are the lessons learnt from the experience.</p> <p>Interview with HE Sheikh Hussein al Banawi, Chairman, The Industrial Group</p> <p>Interview by Dr. Sameer al Ansari, Founder and CEO, PEPlus</p>



Session Five	
14:45 – 15:10	Keynote address on sustainability practices and share valuation: Adrian Bertrand , Head of Africa and Middle East, United Nations Principles for Responsible Investing
15:10 – 16:00	Measuring Corporate Culture This session aims to discuss ways in which we can measure and assess corporate culture. This includes key parameters in evaluating corporate culture. Should regulators be concerned about corporate culture? What are the elements of culture that regulators should keep their eyes on? Can regulation and enforcement change corporate culture? What are the latest regulatory changes regarding corporate culture? These are some of the questions this session aims to answer Moderator: Peter Montagnon , Associate Director, Institute of Business Ethics Panelists: <ul style="list-style-type: none">• Sherif El Said, Vice President of Finance and Business Process Audit, Etisalat Group• Hisham Farouk, CEO, Grant Thornton• Chris Hodge, Advisor, The Governance Institute: Institute of Chartered Secretaries and Administrators• Bryan Stirewalt, Managing Director, Supervision, Dubai Financial Services Authority
Session Six	
16:00 – 16:30	Bringing It All Together: How Do We Implement David Crane
16:30	CLOSING CEREMONY