zain

D&I

1ST EDITION



CHARTING ZAIN GROUP'S DIVERSITY & INCLUSION INITIATIVES

ZY

Youth Empowerment, Generation Z
& Reverse Mentoring

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Bader Al-Kharafi says Zain Group seeks to harness the power of the company's differences to position it as a global catalyst for change

Nurturing D&I

Dear Zainers,

Welcome to Zain Group's inaugural online edition of D&I; a publication that charts our approach and activities in matters related to diversity and inclusion.

Zain has always believed that its people are the company's greatest single differentiator, and as such we take pride in our ongoing efforts to support and uplift our employees. As we continue to grow and adapt so as to foster a diverse and inclusive workforce, we seek to harness the power of our differences to position Zain as a global catalyst for change.

Our strategy affords Zainers the opportunity to think and act with customer satisfaction and digital innovation at the center of their activities, with new ideas generated from different sources being the currency that sustains us. Diversity without inclusion does not go far enough and through awareness, reinforcement, and our collective approach, our vision of becoming a diverse and inclusive workforce by 2022 is achievable.

Our diversity and inclusion pillars consist of four strategic programs: WE, our gender diversity initiative; WE ABLE, our disability inclusive program; ZY, our youth development program; and ZAINIAC, our internal innovation drive.

The D&I publication is set to offer an overview of our progress, our people and our passion in building a diverse and inclusive organization, which we hope inspires and educates.

Best wishes,
Bader N. Al-Kharafi
Vice-Chairman and Group CEO

Leadership in action



We are proud to be among the first telecom providers in the region to have established a Diversity and Inclusion office, as an indicator of how seriously we take the subject of uplifting our entire workforce and benefiting society.

Under the vision and leadership of Bader Al-Kharafi, the remit of this function is to nurture a diverse and inclusive culture, and through a series of carefully crafted programs and initiatives, we are beginning to see the fruits of our labor.

We have witnessed extraordinary achievements since the establishment of our office in 2018, including the impressive growth in female recruitment, and leadership development under our WE program. Through our ZAINIAC initiative, we have supported a number of employees in the establishment of startups in areas of interest to Zain Group, and with ZY, we have entered the fifth year of our compelling Gen Z graduate development program.

ZY also introduced a regional first with its Reverse Mentoring Program, partnering young recruits within Zain Group with executive management. Zain is thus well placed to become disability inclusive by 2022 (WE ABLE), having added its signature to the International Labor Organization's (ILO) Global Business and Disability Network Charter in 2019.

We are encouraged by the progress achieved to-date and remain focused on building on our early momentum in order to make Zain a shining example of the over-arching benefits that can accrue to society, employees and organizations from the dedicated implementation of a forward-looking diversity and inclusion program.

Kind regards,
Maryam Saif
Chief Diversity and Inclusion Officer

WE

Lookback on WE

Established in 2017, Zain Group's gender diversity and inclusion program initially launched under the name Women Empowerment. This was later modified to WE, broadening its inclusion credentials, and shifting the focus to gender equality rather than just women empowerment. WE launched against a backdrop where only 14.5% of Zain Group's leadership positions were held by women. The brainchild of Bader Al-Kharafi, WE established two targets for achievement by the end of 2022.



The brainchild of Bader Al-Kharafi, WE established two key targets for achievement by the end of 2022

1. Increase female leadership to 25% of overall leadership

2. To progress through the three stages of evolution for organizations tackling workplace gender diversity; those being awareness, realization, and motivation.

Awareness, Realization, and Motivation in action across Zain Group

Since the introduction of WE, Zain's operating companies have worked to create a culture of inclusion for all employees. By focusing on four pillars: human resources policy transformation; leadership development; female recruitment; and culture transformation, each operating company has created a year-long action plan featuring different initiatives to address each area.

Zain conducted a Group-wide policy review to ensure that the language of diversity and inclusion is embedded into the company's DNA. The company also introduced a progressive policy extending maternity leave to an unprecedented four months, followed by flexible working hours until the child is at least four years old. Such supportive maternity leave benefits were a first in the region.



Zain's operating companies are hard at work creating a culture of inclusion for all employees

Zain supported the Women in Data Science Conference (WiDS), which held an event in Lebanon in 2019, emphasizing the importance of women's participation in global digital transformation. The company went on to design and implement a plan that resulted in certifying over 100 women in the field of Data Science and Data Analytics.

WE Progress, Actions and Events

Following the WE kickoff workshop in 2020, each operating company in Zain Group was tasked with developing its own set of best suited actions to support the program. With over 50 initiatives identified and aimed at overcoming challenges to the fulfilment of WE goals, CEOs from Zain's operating companies were presented with the ideas to support the Group-wide effort. Examples of programs include blind hiring to ensure an unbiased decision for recruitment, and succession planning, to allow for career growth for high performing employees.

WE Champions

Zain's 2020 WE Champions are working as agents of change and pushing their individual operating companies towards reaching Group targets in relation to gender equality.

Fatima Haider, WE Champion — Zain Bahrain, in her own words

The key to passion, energy and belief is the maintenance of an ultimate purpose. A purpose that evolves, experience gain and acquirement of knowledge, are exactly why diversity and inclusion became a passion of mine.

Culture, communication and employee engagement are some of my primary professional responsibilities as part of the Organizational Development Team, and since the formal adoption of the diversity and inclusion agenda at Zain, I promised myself I would drive change and be part of helping evolve mindsets within Zain Bahrain and the wider community.

Diversity and inclusion is considered a guide to how we look at things, take decisions and accept differences. We become aware of our own biases when new dynamics are introduced into our environment. With the support of Zain, I was able to expand my knowledge by becoming certified in Inclusive Diversity and Unconscious Bias. I also received the opportunity to participate in the Centered Leadership Program, which drew together talented females from across the Group.



With the support of Zain, Fatima Haider was able to expand her knowledge by becoming certified in Inclusive Diversity and Unconscious Bias

I take pride in being a storyteller who shares success stories with the community and inspires people around me with details on how we undertook various initiatives in new ways.

In conclusion, I would like to express my appreciation to Zain, a company that provides empowerment and the space to express one's authenticity. I am grateful to be part of an inclusive and an open team and I believe that having an inclusive culture positively impacts our organizations and individuals, ultimately having a positive effect on communities.

Manakkal Kailash, WE Champion — Zain Group, in his own words

I was privileged to be nominated for the WE program by management in 2019. After attending the first workshops and networking with other WE Champions, I realized that WE is well-aligned to my principles and my own personal values. To me, gender diversity and inclusion means a commitment to empower everyone, irrespective of gender, creed, nationality or physical being.



Being a WE Champion has given Manakkal Kailash a sense of pride and responsibility to further the program's initiatives at Zain Group

As a man, WE reinforces my personal values at the workplace, and therefore I believe this is a great initiative by Zain. I have worked on spreading awareness of the program's objectives across the top management at Zain Group, ensuring there is diversity in the recruitment of staff in the Risk Management functions across the company's operations, given my position in Group Risk Management.

The WE program has developed a plan with quantifiable goals and metrics that track the results of diversity in recruitment, thus demonstrating the company's commitment to diversity and inclusion. With that said, being a WE Champion has given me a sense of pride and responsibility to further the program's initiatives at Zain Group, a company which I am proud to work for.

Working at Zain has impacted my general lifestyle in an extremely positive manner, extending from the professional work environment due to highly competent colleagues; recognition of talent by top management through performance appraisals and trainings; and the offer of a good work-life balance.

Women in Data Science — WE Virtual Datathon

Zain has consistently focused on the training and development of women in Data Science, aiming to increase gender diversity in this field within the company. As an initial effort, Zain partnered with Maven Partners and certified over 100 women across all of its operations in Data Analytics and Data Science in 2019. Following the certification, the women were nominated to participate in an online virtual datathon where their skillsets were put to the test in a challenging environment, competing with their colleagues in teams while being under a twelve-hour clock.



The WE Virtual Datathon took place in collaboration with CODED, and included 10 teams and over 40 participants from across seven of Zain's operating companies

The datathon took place on a Saturday, in collaboration with CODED, and included 10 teams and over 40 participants from across seven of Zain's operating companies. Different topics and complex datasets where covered during the event, requiring participants to manipulate and analyze data, and then present their findings to a judging panel from the CODED team. The day was concluded with a word from Zain Group Technology Strategy and Performance Director, Khawla Al Jaber. WE aims to continue to inspire learning through practice, and this hugely successful datathon reflected the resilience of our talented pool of women in Data Science.

Dania Jouni and Neveen Hussein — MBA Winners' Journey

As part of Zain Group's WE program, in 2018 the company selected two women ambassadors to attend the prestigious ESADE Business School in Barcelona, Spain and complete their MBAs, fully sponsored by Zain. Following weeks of interviews, projects, and tasks to determine who would be selected, Dania Jouni from touch Lebanon and Neveen Abdelkader from Zain Bahrain were chosen.

"It has been the most amazing experience," commented Dania and Neveen.

Both successful candidates were extremely enthusiastic about being selected, having put their minds and hearts into the application process. "Impossible is nothing" Dania said. The two working mothers were determined to be awarded the scholarship.

In October 2018, the pair travelled to Barcelona for the first time and met 42 other EMBA students who were drawn from 30 countries. "These beautiful people became our family," Dania recalls. A year and a half later, their EMBA program was concluded with the two ladies presenting their final project and graduating.

Travelling every month for 18 months and attending 12-hour classes while delivering on deadlines was Dania and Neveen's reality while undertaking their studies. "The program has equipped us with new knowledge about corporate and entrepreneurial ecosystems, managing people, leadership, finance, corporate governance, and other topics that we will use not only in our professional careers, but also on a personal level," Neveen said.

Becoming the ambassadors and faces of ESADE for its external and internal media campaigns, Dania and Neveen were given the opportunity to present Zain and its work in gender diversity and inclusion, participating in a presentation at one of ESADE's empowerment events.

In addition to the modules that they attended at ESADE's Barcelona and Madrid campuses, the two also travelled to Brazil, India, Boston, and Washington DC.

"This remarkable journey was not only about education, it included much more such as the friendships we formed, professional networking, meeting impressive professors from different fields, and being exposed to rich cultures. All this has literally changed our lives and prepared us for a diverse and progressive world. The WE program has given us both the opportunity to grow, learn, network, and represent Zain in the best way possible, highlighting the leadership of Zain Group in diversity and inclusion. We are proud Zainers and we will make Zain proud of us!" Neveen and Dania commented.



The WE program gave Dania Jouni and Neveen Hussein the opportunity to grow, learn, network, and represent Zain in the best way possible, highlighting the leadership of Zain Group in D&I



Each for Equal

Every year, Zain celebrates International Women's Day (IWD) to support the call for equality, gender inclusion, and diversity. This year, IWD's call for action fell under the theme, #eachforequal. Zain created a Group-wide campaign, represented by its own WE Champions, taking a stand against inequality. Generating thousands of views online, Zain's campaign featured its Champions in powerful images, accompanied by text that shed light on the importance of fighting for inclusion on the basis, "we are human, and we are equal."

Zain created a Group-wide campaign, represented by its own WE Champions, taking a stand against inequality

Best Gender Diversity Initiative in Workplace for a Corporate in MENA region, 2019

Zain received this recognition from Entrepreneur Magazine Middle East at the publication's annual Achieving Women Awards gala event held in Dubai. The award highlighted Zain's progress in the area of WE and the company's Group-wide accomplishments in gender diversity.



Diversity is the engine of invention. It generates creativity that enriches the world.
Justin Trudeau, Prime Minister of Canada

Gender parity is not just good for women, it's good for societies.
Angelica Fuentes, President of Angelica Fuentes Foundation, Mexico

I'm not the woman president of Harvard. I'm the president of Harvard.
Drew Gilpin Faust, President of Harvard University

To achieve gender equality, we need to mobilize not just parliaments but populations, not only civil society but all of society.
Phumzile, Mlambo-Ngcuka, Executive Director of UN Women

WE ABLE

WE ABLE to look forward - Disability Inclusive by 2022

At Zain, diversity and inclusion are a priority as we believe that together we are stronger. WE ABLE, a disability inclusion initiative, was launched in July 2019, with the aim of making Zain disability inclusive by 2022 across all its operations. The initiative has four main targets:

1. Increase employment of people with disabilities
2. Ensure all training programs are disability inclusive
3. Ensure all operating locations are accessible
4. Identify and implement assistive technologies that will enable employees with disabilities to independently complete their work

According to the United Nations Economic and Social Commission for West Asia (ESCWA), the unemployment rate in the MENA region for people with disabilities is as high as 86% for females and 66% for males. This high unemployment rate indicated to Zain's management the requirement to establish a clear framework to address the situation, while also highlighting the massive opportunity for the company to recruit people with disabilities to become part of Zain's 7,000 plus talented workforce.

Due to advancements in technology, the inclusion of people with disabilities without reducing operational performance has become achievable. The Global Disability Summit held in London in 2018, for example, formulated a charter for change for people with disabilities. Zain immediately committed to four of the ten principles in the charter, partnering with the International Labor Organization Global Business and Disability Network to guide the company's strategy in this regard.

Zain Group's advances in the area of diversity and inclusion echo the view of the Vice-Chairman and Group CEO, Bader Al-Kharafi who said, "It is our duty to ensure we are a diverse and inclusive workplace. Now is the time."

Partnership with the International Labor Organization

Zain Group's WE ABLE partnered with the International Labor Organization (ILO) Global Business and Disability Network to ensure the success of the WE ABLE initiative. The ILO's main focus is on human and labor rights, as well as social justice. The ILO Global Business and Disability Network's goal is to ensure global inclusion and respectability of people with disabilities in the workforce.

Across the globe, members of the Global Business and Disability Network are supported in their efforts to become inclusive, with membership extending to multinational enterprises, international nonprofit entities, and national business networks. The Network's charter has 10 principles that companies can align to in order to achieve inclusivity and equal opportunities for people with disabilities. Zain has already adopted four of them.

The organization also seeks to ensure that companies practice inclusivity and that their policies of employment are inclusive to people with disabilities. The ILO also raises awareness about the benefits of hiring people with disabilities, and has four main priorities, which are:

1. Employment in the private sector in developing countries
2. Digital accessibility
3. Diminishing stigmas and stereotypes
4. Promoting mental health at work



Zain has already signed up to four of the ILO's 10 charter principles

Committed to local regulations and W3C WAI guidelines

Countries across the MENA region have minimum quotas on the percentage of employees with disabilities, and Zain is committed to fulfilling such quotas and investing in the training and further development of affected individuals.

Zain strives to be an equal opportunities employer, engaging people with a range of disabilities including visual and hearing impairments and physical immobility. Individual operations are implementing initiatives to assist staff with disabilities and at Zain Jordan for example, all emails can be converted from text to speech in order to be accessible to the visually impaired. Zain Jordan and Iraq websites have implemented features to align with W3C Web Accessibility Initiative (WAI) guidelines, making them accessible to people with disabilities. All other Zain operations are to follow.

Taskforce Updates

What is the role of the WE ABLE taskforce?

- To conduct awareness sessions to combat biases and to inform external and internal stakeholders about people with disabilities
- To actively promote and address issues that relate to people with disabilities
- To ensure accessibility of premises and digital accessibility
- To conduct training sessions on disability etiquette

Impact of WE ABLE on operating companies

The program has assisted operations by raising awareness about people with disabilities while creating a supportive environment for them.

Why are WE ABLE and disability awareness important?

WE ABLE is important because society at large and corporates in particular have a social responsibility to offer equal opportunities and to treat people fairly. This outlook is aligned to Sustainable Development Goals 4, 8 and 10, which are focused on treating everyone without prejudice. People with disabilities offer a more diverse outlook and have great potential to offer organizations. There are often lower turnover rates and greater loyalty among employees with disabilities.

Zain's activities under the WE ABLE umbrella

Group and Kuwait

- Held successful talks that raised awareness on assistive technologies as well as web accessibility
- Created a WE ABLE logo to use across all communications
- Web accessibility course to WE ABLE taskforce members
- Working on digital accessibility for all websites and apps
- Partook in virtual trainings relevant to disability inclusion
- Included a sign language interpreter in Zain's latest Eid ad



In Kuwait, WE ABLE has successfully raised awareness on assistive technologies as well as web accessibility for people with disabilities

KSA
- Increased the number of WE ABLE taskforce members
- Prepared an internal survey
- Added a designated parking spot for people with disabilities in Zain KSA HQ
- Conducted virtual training entitled, Disability in the Workplace

Bahrain
- Ran a Zain Youth assessment that included a representation of a person with a disability to apply and pass the assessment
- Revamped office parking
- Held a meeting with the Ministry of Social Development and established a connection for further joint initiatives and partnership (will have access to data that can enhance Zain initiatives)
- Dinner hosted for Bahrain Mobility Center & Technology Knowledge Share with people with disabilities

Jordan
- Gave 3% of employees sign language training
- Raised awareness by having four motivational speakers with disabilities talk about their success stories
- Announcements are sent out separately to people with disabilities
- Applied inclusive text-to-voice communications through emails internally for the blind
- Made alterations to improve accessibility at the office premises such as adding a ramp and adjusting swiping-in sensors to be reachable by wheelchair
- Implemented features to the website to align with W3C WAI guidelines, making the site more accessible to people with disabilities

Iraq
- Implemented features to the website to align with W3C WAI guidelines, making the site more accessible to people with disabilities
- Adjustments made to the accessibility of office premises
- 40% of Zain buildings are easily accessible for people with disabilities in terms of trainings, meetings, elevators and door access
- Tracking sheet with facility management is ongoing
- Have coordinated with a university to have resumes of people with disabilities forwarded to the company in order to recruit and help expand the talent pool

Sudan
- Conducted awareness sessions with staff
- Held trainings on disability inclusion

South Sudan
- Collaborated with stakeholders such as South Sudan Wheelchair Basketball Association, Union of the Visually Impaired Persons, Humanity Inclusion (HI) Union of the Physical Disabled (UPD) and other disabled persons' organizations to raise awareness and enter joint initiatives
- Fostered a friendlier environment towards people with disabilities
- Managed to train and deliver awareness sessions to all staff, which changed any negative attitudes towards people with disabilities
- The company has been acknowledged by international NGOs and civil society organizations for its roles and support of people with disabilities

touch Lebanon
- Shared an Unconscious Bias course with employees
- Made enhancements to office premise accessibility
- Successfully conducted "Flame of Hope" event with touch employees and people with disabilities

All operating companies
- Awareness sessions and talks featuring people with disabilities to highlight success stories
- Internal audits to check accessibility of buildings for people with disabilities
- Sharing of accessibility guidelines to ensure media content is accessible to everyone

Raising disability awareness

The value of people with disabilities in a corporate environment has been brought to the fore with staff across Zain operations through social media posts, awareness talks, training sessions with taskforces, and through internal and external events. Employees now possess a better understanding of what it means to be disability inclusive and how to address people with disabilities in a supportive, positive manner.

The impact of WE ABLE on Zain in the long run

WE ABLE is set to empower numerous people with disabilities to achieve their full potential, and along the way, ensure Zain's corporate culture becomes more open, diverse and inclusive.

WE ABLE and ZAINIAC

• WE ABLE x ZAINIAC Hackathon

WE ABLE collaborated with ZAINIAC, Zain's internal innovation initiative, to build assistive technologies that would enable employees with disabilities at Zain to perform their duties better. Alongside Project Nitrous, an Egypt-based non-profit organization focused on developing technologies to support those with disabilities, a hackathon focused on producing tools or devices related to assistive technologies.



Osama Kamshad is an inspirational paraplegic triathlete and skydiver

WE ABLE and ZAINIAC hosted a presentation to highlight the importance of assistive technologies for people with disabilities, which featured two guest speakers. Osama Kamshad is a paraplegic triathlete, multiple world record winner and skydiver who spoke about his life before and after his disability. Kamshad was always athletic and loved skydiving, and after becoming a paraplegic, he continued to showcase his passion for sports and did not let his disability prevent him from following his dreams. Throughout his presentation, Kamshad highlighted how assistive technologies can play a vital role for people with disabilities.

Talal Al-Enezi from Sabah Al Ahmad Center for Giftedness and Creativity also delivered a rousing presentation in which he discussed the center's work and how its machines, including 3D printers, can help bring assistive technologies to life.

After a two-week launch campaign, 90 assistive technology-related ideas were submitted from across Zain operations. In collaboration with Project Nitrous, 23 were selected from applicants with and without disabilities from Zain Jordan, Zain Iraq, Zain Kuwait, and Zain Sudan.

• Hackathon

One way WE ABLE is trying to make Zain operations more disability inclusive by 2022 is by driving inclusive accessibility and increasing the affordability and availability of assistive technologies. In pursuit of these goals, WE ABLE collaborated with ZAINIAC and partnered with Project Nitrous, to host a virtual hackathon focusing on assistive technologies for people with disabilities. There were 23 participants.



The winners of the virtual hackathon were Mohammed Mohammedi; Zaid Jaafar; Abdullah Abu Karaki, Said Qaffaf and Faisal Ersan

WE ABLE

The virtual hackathon was conducted between April 19-22 using Microsoft Teams. Over the four days, the 23 innovators spent time working on design thinking, learning the importance of empathy, and ideation. They were taught to problem solve, and how to know if their ideas were feasible, desirable, and scalable. On the last day, innovators had five minutes to pitch their ideas to a panel of judges. Five winners emerged to move forward into the mentorship phase that will hopefully lead to the development of a prototype of their ideas. Mohammed Mohammedi from Zain Kuwait; Zaid Jaafar from Zain Iraq; Abdullah Abu Karaki from Zain Jordan; Said Qaffaf and Faisal Ersan from Zain Jordan were announced as winners.

The hackathon's objective was not only to garner ideas on assistive technologies to implement and have come to life but also to raise awareness around disability in the workforce among all Zain operations and all those who participated in the hackathon. The ultimate aim of the program is to have at least one new technology developed that will change the life of a Zain employee with a disability, improving their performance at work and the general quality of their life.

WE ABLE Personal Account – Baha Freihat

I work at Zain Jordan within the Customer Care department for the hearing impaired. I was diagnosed with hearing loss at the age of two, caused by high fever.

I managed my condition by attending a school for the deaf, where I learned sign language. I earned my bachelor's degree in 2016, while also conducting various projects for the deaf community as a volunteer. I became a source of inspiration to many within the deaf community as I raised awareness on the issue of hearing loss.

I am now married with a handsome son, who is a hearing child.

Working out is one of my favorite past times.

My tip for hearing people to support people with hearing impairments would be to try to put extra effort when approaching the hard of hearing and to be more patient in communication methods.

My tip to other people with hearing impairments would be to never give up, to work harder, and to believe you can achieve your goals.



Baha Freihat has become a source of inspiration to many

Every disability conceals a vocation, if only we can find it, which will 'turn the necessity to glorious gain.

C.S. Lewis, British writer, and theologian.

Accessibility allows us to tap into everyone's potential. – Debra Ruh

Disability need not be an obstacle to success.

Stephen Hawking Theoretical Physicist, Cosmologist, and Author

ZY

About Zain Youth

With millennials projected to constitute 75% of the global workforce by 2025, it has become essential to look to the youth (age range between 18-26 years) and nurture their employment prospects. Zain Youth (ZY) was created in 2018, to encompass different programs to enhance the skills of young people. Zain aims to have 25% of its workforce classified as youth by 2025, supporting young people's development in terms of cognitive, social, emotional, and technological skills.

Through programs such as Generation Z and Reverse Mentoring, Zain is looking to empower employed youth to have the freedom and resources to perform at the highest levels while giving them opportunities to achieve their goals.



Zain Youth (ZY) was created in 2018, to encompass different programs to enhance the skills of young people

Zain Jordan is the operation in the Group with the highest percentage of youth, having implemented numerous appealing ideas to keep them engaged in the workplace, including the launch of the highly impactful Zain Innovation Center (ZINC).

The Generation Z and Reverse Mentoring programs are also assisting youth in feeling a greater sense of inclusion within Zain.

Youth Empowerment

Zain is taking significant strides towards achieving genuine youth empowerment. Questions as to what exactly the goal of youth empowerment is and why major companies are trying to achieve it are increasing. Youth empowerment is the process of giving the youth the tools and resources necessary to be able to fully achieve their potential and make a difference.

In recent years, this movement has gained greater traction in the business world due to the incoming wave of youth who are set to make up the majority of the workforce in the years to come. Youth empowerment includes developing career skills as well as promoting well-being. It has become crucial to develop the youth into fully capable and well-versed individuals, whether it is for the corporate world, or for society in general.

Reverse Mentoring

Zain successfully introduced the Reverse Mentoring (RM) program in November 2019. The initiative evolves the traditional mentorship experience, pairing a senior executive (mentee) with a youth employee (mentor) to discuss emerging trends such as social media, technology, and graphic design. However, it is a two-way exchange; the youth mentor will also be able to better understand roles, expand their networks and have greater access to management.



Reverse Mentoring was introduced in November 2019, and evolves the traditional mentorship experience, pairing a senior executive (mentee) with a youth employee (mentor)

A key goal of the program is to foster a more diverse and inclusive work environment, as well as to empower potential future leaders of the organization by understanding how to better attract and retain top talent.

As of February 2020, 92 mentors and 105 mentees were successfully registered across Zain Group. The pairs will hold sessions spanning six months, with topics discussed tailored to each pair.

Through surveys conducted in January 2020, several mentees noted their interest in increasing their knowledge of technology trends such as machine learning and artificial intelligence. Furthermore, 63% of mentees experienced personal growth in terms of skills development, while 37% experienced personal growth in communication. More than half of mentees expressed interest in participating in this initiative again in the future.

Zain has and will continue to support the youth by practicing inclusion in its corporate culture, with Reverse Mentoring being an important step in the direction of effective and lasting diversity and inclusion.

Reverse Mentoring - Future Targets & Goals

After a successful launch in 2019, the Reverse Mentoring program, which falls under the Zain Youth (ZY) initiative, is looking for ways to better tailor the program to Zain employees. A target goal of 300 equal pairs of mentees and mentors has been targeted for the next cycle.

In order to create a more impactful experience, RM will encourage better communication in the relationships built, with a focus on a personal aspect. This is to ensure that topics such as positive work culture can be tackled in an in-depth manner and actively engage employees in a diverse and inclusive manner.

The RM team has decided the program is still in its early stages and as such, its goals remain to instill the program's values in the participants before taking it to the next level. RM seeks to continue to develop the mentees' knowledge in areas such as social media, emerging technologies and positive workplace culture. Mentees and mentors will be encouraged to increase their meetings throughout the program.

Generation Z

The Generation Z program selects a number of extremely talented individuals every year, and sets them up on a journey of learning, networking, and personal development. Originally named Zainers 2.0, the program evolved to become one of the most anticipated youth development programs of the region: Generation Z.

Zainers 2.0, 2016

Themes: Rotation programs
Travel: Bahrain
Certifications: Time management
Who are they?
Fay Al Rasheed, Fatima Behbehani, Mohammed Al Seghair, Amal Al Bahar

Generation Z, 2017

Themes: Building up businesses, entrepreneurship, and innovation
Travel: Jordan, Lebanon (Foo – a subsidiary of Zain, American University of Beirut), Bahrain (7 Brands – branding agency, MIT Forum), Dubai (NXN – a subsidiary of Zain, and GITEX), and Sudan (Zain Oscars)
Certifications: ZINC Jordan Parachute Sixteen (Entrepreneurship)
Who are they?
Shaikha Al Wugayan, Saja Al Rukhais, Yousef Al Musaileem, Hanan Al Qallaf, Aysha Al Mudhaf



Generation Z, 2018 participants were certified in Excel VBA, Excel Introduction, Agile, and CODED



Participants of Generation Z, 2017 travelled to Jordan, Lebanon, Bahrain, the UAE, and Sudan

Generation Z, 2018

Themes: Self-development
Travel: Sweden, Bahrain, Jordan, Dubai, China, Riyadh, Nepal, Bhutan
Certifications: Excel VBA, Excel Introduction, Agile, CODED
Who are they?
Laura Al Watyan, Ghalya Al Roumi, Sabikah Al Zahem, Jasem Al Nafisi

Generation Z, 2019

Themes: Corporate culture, corporate sustainability, and future trends
Travel: Jordan, London, Tanzania, Iceland, Bahrain (twice), Dubai, Argentina, Oman
Certifications: CODED, Excel, AI Everything Conference, Mentoring, Agile Change Agent
Who are they?
Shaha Al Khamees, Mohammed Al Gharaballi, Laila Al Melhem, Thuraya Al Ateeqi, Dalal Al Sultan, Jumanah Al Mutawa



The themes for Generation Z, 2019 were corporate culture and sustainability, and future trends

Generation Z, 2020 - Introducing the Team

Omar Al Shayji is a Media and Communications graduate with a minor in Business Administration (Marketing) from the American University of Kuwait. Omar enjoys spending time at the gym weightlifting. His creative mind and ability to lighten up any setting is one of the many things that set him apart in the current batch of Generation Z graduates.

Majed Alattar recently graduated with a Master's in Business Management from Brunel University, London. Majed has always been a team player, with hobbies such as football and basketball, it is no wonder he brings an innate ability to guide teams towards success. Majed has a way with numbers, he can transform data into stories through words and visuals.

Sana Al Khaled graduated from University of San Diego with a bachelor's degree in Industrial & Systems Engineering. She is interested in travelling the world and learning different languages. With passions for track and field, volleyball and tennis, Sana enjoys being a team player and working with the different personalities she might come across during her career.

Jana Al Bin Ali graduated from the American University of Kuwait with a bachelor's degree in Marketing. Her interests

include sports, reading and anything sea related. Jana is always there to motivate her teammates and for bouncing creative ideas off.

Nouf Al Bahar graduated with a bachelor's degree in International Relations from the American University of Kuwait. Her interests include architecture, reading and wrestling with her German Shepherd dog, Gurp. Nouf's curious nature makes her a sponge for information, ready to absorb everything around her.

Aisha Al Omar graduated from the American University of Kuwait with a major in Business Management and a minor in Arabic language and literature. She is a true foodie and loves talking with people about their experiences. Aisha is always there to pitch in her ideas and take control when needed.

Haidar Al Mansour has a bachelor's degree in Mechanical Engineering from Cleveland State University. He enjoys politics, history, and basketball. Haidar is a die-hard Lebron James fan, taking inspiration in his strength. He is a motivated and fast learner, who always puts his team first.



The current crop of Generation Z graduates are tenacious, talented, and eager to learn, having been selected from an initial pool of 280 applicants

The Generation Z Selection Process

At the start of the selection process, there were 280 applicants for the Generation Z, 2020 intake. After narrowing this number down to 108, candidates advanced to one-on-one interviews. The interview process was informal, aiming to get to know the individuals personally in terms of their hobbies, interests and reasons for wanting to participate in the program.

Following the first interview, only 30 candidates were selected to return for a panel interview. The panel consisted of Zain employees from different backgrounds and levels of seniority. This was to ensure that the selection process remained diverse, and applicants were tested on their knowledge of Zain as well as their personal fit with the organization.

Only 15 of the 30 applicants who participated in the panel interview progressed to a two-week assessment. The assessment included a series of group presentations on case studies and field work, psychometric analysis, and tests on how candidates work under pressure. The assessment concluded with a final presentation to the Vice-Chairman and Group CEO on candidates' experience throughout the assessment process.

Throughout the year, the seven successful graduates are set to participate in a diverse range of trainings and workshops under three themes: corporate culture, leadership styles, and future trends. Here is a highlight of some of their activities so far under the program.

Yelloworks by Al Nowair

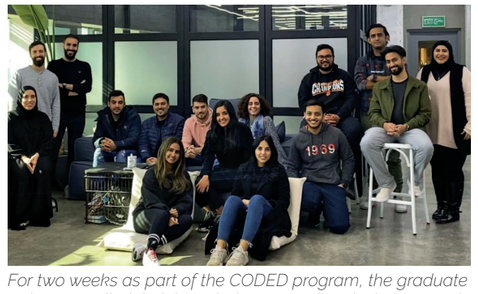
Generation Z, 2020 commenced with a week-long workshop called the Yelloworks Positive Young Leaders Program hosted by Al Nowair, based on research findings from the Science of Positive Psychology. The graduate trainees' week consisted of building tools necessary to create a more positive workplace. Breaking down concepts, team building, and thought-provoking reflection activities were key to establishing a better individual and team understanding. The recruits also had three mentoring sessions with HH Sheikha Intisar Al Sabah, Abdul Aziz Al Roomi, and Rehab Al Tawari, who spoke to them about their different experiences in the course of their respective working careers.



Generation Z, 2020 trainees spent a week on the Yelloworks Positive Young Leaders Program, which consisted of building tools necessary to create a more positive workplace

CODED

The Generation Z, 2020 participants began their month-long bootcamp with CODED, a leading coding academy in the Middle East. The group learnt how to code using HTML and CSS, then developed skills related to coding dynamic websites using their exposure to the coding language, Python. For two weeks, the graduate trainees applied their knowledge to small tasks in preparation for a capstone project, which split the group into two, with one team creating a booking website for events and the other a platform to discuss the happenings of the National Assembly in Kuwait. The bootcamp concluded with a presentation of each respective team's project and receipt of a certificate of completion of the workshop.



For two weeks as part of the CODED program, the graduate trainees applied their knowledge to small tasks in preparation for a capstone project, involving creating websites



The Excel course gave the graduate trainees an insight into more advanced applications of the popular program

Excel Workshop

The week-long Excel training program was conducted by Marius Barnard, from STL Training, who flew in from London. At the start of the training, the graduate trainees had a basic understanding and background of Excel, which allowed them to make good progress through the introductory phase of the training to the more advanced level. The trainees thoroughly enjoyed the workshop, so much so, at the end of the course they gifted Marius a cake with "You excel at your job" written on it in icing.

Robotics Workshop by Robotna

Robotna, a teaching organization based in Jordan, specializes in teaching robotics to individuals with no experience. Graduate trainees' previous CODED bootcamp helped with the comprehension as the Robotna application also utilized Python. The training consisted of learning about the Internet of Things (IoT); MODI, a modular device for DIY IoT and robotic creations; and Raspberry Pi (a small CPU). Trainees learnt to program Raspberry Pi to perform certain actions that would be found in security alarm and face recognition systems.



The Robotna workshop introduced participants to robotics tailored to individuals with no previous experience in the field

Recognition

For three years, Zain Group has worked with CODED to teach different classes of Generation Z participants how to code using HTML, CSS, and Python. These languages are needed to create static and dynamic websites that can be launched and used online. Beyond the technical skills of coding, CODED academy taught the graduate trainees a different approach to thinking, which entails logic, practical thinking, and an in-depth understanding of the way the digital world around them works.

This is important today, as the digital world expands exponentially. By introducing these concepts and skills early on in the careers of talented individuals, they are able to contribute more ideas to the organization going forward.

Generation Z, 2018 graduate Laura Al Watyan, who was part of the first class to attend the bootcamp, said that although she had a technical background from her degree in Electrical Engineering, her time at CODED showed her that writing code does not have to be for something complex, code can be used to enhance her everyday life.

CODED Mission: To create a generation of coders in the Arab world
CODED Vision: To be the go-to place for coding in the Arab world
CODED Values:
- **Integrity** (in the education provided and expectation of students)
- **Student first** (the focus of any decision made)
- **Practicality** (in the teaching style and operation)

In an interview with CODED's Co-founder and COO, Hashim Behbehani, the relationship between CODED and Zain was discussed. "The word 'generation' is important, so it was a no brainer when Zain first approached us. There's a perfect alignment of vision and mission," Behbehani recalls.

A Generation Z Graduate's Experience — in her own words



Thuraya Al Ateeqi says being exposed to different cultures during Generation Z opened her eyes

Who are you?
Thuraya Al Ateeqi, 24-year-old who grew up in Kuwait.

What is your background?
An Electrical Engineering graduate, I spent my college-work gap year in internships and volunteering. I fell in love with working at Zain after applying through LOYAC, a nonprofit organization focused on overall youth development, and working in Zain HQ for six weeks. I knew I wanted to be a part of this family, so my Generation Z journey began.

What are you most proud of from your journey in Generation Z?
My proudest moment during the journey has been never giving up. No matter what obstacles I have faced during the program I have overcome them. The experience has taught me to work harder and never quit. All the hard work paid off and led to a full-time position within the Diversity and Inclusion team.

How has the program changed you?
Working in diverse groups, being exposed to different cultures and people with different backgrounds has opened my eyes. I have learned something that I will forever cherish and grow from.

What was your favorite part of the program's schedule? Why?
The rotations. Because I received the chance to have an insight into each department and gain a view into its activities. It allowed me to understand more about the inner workings of things.

What is something you did for the first time due to the program?
- I further developed my coding skills by building a website from scratch with the team
- Planned workshops in other operations and managed to gather attendees from different countries
- Traveling alone, which exposed me to independence.

Summarize your experience – would you encourage someone else to join?
Generation Z is a once-in-a-lifetime experience. I had the chance to do things I had never thought of doing, and participate in a program that gave me the exposure that no one my age would receive elsewhere.

Young people are fitter to invent than to judge; fitter for execution than for counsel; and more fit for new projects than for settled business.
Francis Bacon, English philosopher, and statesman

Youth is happy because it has the ability to see beauty. Anyone who keeps the ability to see beauty never grows old.
Franz Kafka, Bohemian novelist, and short story writer

The passions of the young are vices in the old.
Joseph Joubert, French moralist, and essayist

It is not possible for civilization to flow backwards while there is youth in the world. Youth may be headstrong, but it will advance it allotted length.
Helen Keller, American author, political activist, and lecturer

ZAINIAC

ZAINIAC and its Targets



The best digital ideas from Zainers are assembled to participate in ZAINIAC workshops, where projects are scrutinized by experienced judges

Launched in 2017, the vision of ZAINIAC is to empower Zain employees, fondly referred to as Zainers, by giving them a platform to share and develop their creative digital ideas. In August 2017, a Group-wide campaign was launched to introduce the initiative and the process needed to successfully submit an idea. With the support of human resources (HR) representatives across Zain's operating companies, ZAINIAC received 200 ideas in just two weeks. Of those, 25 were chosen to progress to a workshop, which entailed spending 12 hours with experts developing ideas and pitching to a group of C-level judges.



ZAINIAC was established to empower Zainers by giving them a platform to share and develop creative digital ideas

By the end of 2018, there were 350 ideas on the platform, though the majority were not necessarily digital and were more focused on internal suggestions. Seeking more ideas, the ZAINIAC team travelled to different operating companies, conducting focus groups to understand how to turn the platform into a success. This led to the initiative's tagline being updated to, "Discover the Entrepreneur within you."

ZAINIAC has developed to become a successful platform with selections of ideas taking place bi-annually. Currently, the program has over 900 ideas, has undertaken five workshops, funded four projects, and is aiming to train 3,500 employees on a startup mindset by 2022.

ZAINIAC x HR

One of ZAINIAC's objectives is to create a culture of innovation within the company and to ensure employees are given the tools, space and freedom to generate ideas. The company has committed to train 50% of its employees on a startup mindset by 2022, with 3,500 Zainers being given access to new digital tools and understanding to further develop their ideas. Digital solutions are constantly being created, yielding incremental revenue streams, and spawning new customer segments, which Zain believes its employees may assist capturing.

Through ZAINIAC, employees are trained and certified in customer testing, business models, value propositions and other disciplines. ZAINIAC representatives met with Group HR to establish a collaborative relationship to ensure that the training is aligned to HR's own objectives and is set to commence training employees in May 2020, starting with Group and Kuwait employees. In Q3 2020, a roadshow is set to kick off, supported by HR, extending ZAINIAC training across all Zain operations.



A collaborative relationship between ZAINIAC and Zain Group HR has been established to ensure that ZAINIAC training aligns with HR's own objectives

Benefits of ZAINIAC

Throughout the ZAINIAC cycle, idea owners are given the opportunity to develop their plans, meet with experts and are mentored for three months to ensure their proposal is pitch ready. Idea owners develop new skills such as formulating an effective business model, leadership, critical thinking, and customer testing. The cycle concludes with a chance to pitch to the Zain Vice-Chairman and Group CEO in a bid to receive full funding for the project.

Why Zainers should apply?
Employees will receive the chance to discover their entrepreneurial potential. Innovators will have the chance to work on their idea and further develop it with expert support. Throughout their journey, participants will work with startup and financial experts to elevate a full business plan and a pitch deck.

What skills will participants gain?
Skills offered by participating in ZAINIAC include mastering business model and value proposition, understanding customer needs, market research, negotiations, validation of solutions, and pitch development experience. Knowledge is imparted to participants during intensive workshops spanning 3-5 days.

What is ZAINIAC's contribution to the average life of a participant?
The innovators who attended the workshop leave with a startup entrepreneurial mindset. The tools, resources and knowledge they are exposed to allows them to pave the way to launching their own startup and transferring their ideas to actuality.

ZAINIAC was an eye-opening experience, where I gained new insights and useful information on how to come up with great ideas, evaluate, map and design those ideas. Dalal Al Sultan, Zain Group

The workshop was an amazing experience. We all came with our individual dreams, and through participating in the ZAINIAC workshop, these dreams started becoming reality. Mona Al Amodi, Zain Saudi Arabia

Participating in ZAINIAC instantly increases your knowledge, skill level, networking, and paves the way to launching a startup. Taif Ismail, Zain Iraq

ZAINIAC x Zain Iraq: Entrepreneurship for Beginners

ZAINIAC has partnered with Zain Iraq to conduct a five-day workshop for young entrepreneurs on the basics of starting a business. During the five-day course ZAINIAC plans to target 50 external participants and provide them with the basic tools to starting a business, including a business model canvas, instructions on how to conduct customer testing and how to validate an idea. The goal is to support entrepreneurs who may have become demotivated due to the COVID–19 pandemic. The ZAINIAC team will deliver an interactive, informative and innovative program, with a view to testing it in other markets.



Where are they now? ZAINIAC rounds 3, 4 and 5

ZAINIAC has developed to become a bi-annual initiative, having achieved five full cycles. A cycle includes registering on the ZAINIAC platform to submit innovative new ideas, being selected to partake in the workshop, undergoing mentoring, pitching the idea, and potentially receiving funding.

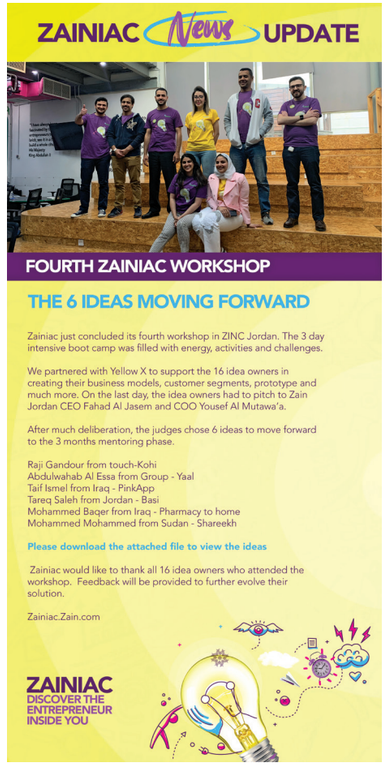
Five ideas have received funding approval. The first is Z-Giving from Abdullah Abu Karaki and Talal Al Turk from Zain Jordan. Z-Giving is the only internal Initiative focused on supporting employees to donate to other Zain employees who are in need.

The second innovation to be picked up for further development comes from Ali Zreik from Zain's managed operation in Lebanon, touch, and is called Farhetna. It is a concept startup set to help newlyweds and their wedding guests in the collection and payment of money and gifts towards the wedding, utilizing the telco's online and offline channels. Through touch's self-care application and offline branches, Farhetna will feature capabilities such as the management of wedding-related activities; browsing of different merchant categories (flowers, venues, catering, photography, etc.); as well as the ability to submit gifts and payments online or through physical locations across Lebanon.

The third initiative is DoubleBeat by Hossam Sinno from Lebanon, which is a platform that supports mothers who are expecting up until their child is four years old. This AI platform provides mothers with valuable insights as well as access to important baby products they may require.

The fourth project is Basi by Tareq Saleh from Zain Jordan, whose platform monitors children embarking and disembarking school buses. This platform will provide parents with the comfort in knowing that children are safe and accounted for.

The fifth project is Shareek by Roua Osman and Mohammed Elsammani from Zain Sudan. Their platform is an agriculture investing platform that will connect farmers to investors.



Currently, ZAINIAC has over 900 ideas, has undertaken five workshops, funded four projects, and is aiming to train 3,500 employees on a startup mindset by 2022

Updates on the idea owners? Where they are now?
- Abdullah Karaki and Talal Al Turk, Zain Jordan

An internal donation app called Z-Giving, where donations are given to colleagues with financial issues anonymously. Z-Giving has been in use in Zain Jordan, with a plan to develop the app across Zain operating companies.
- Tareq Saleh, Zain Jordan

A mobile/web app that helps school administrators and parents monitor the journeys of school buses. The team is working on developing the app to launch in Q4 2020.
- Mohammed Elsammani and Roua Saleh, Zain Sudan

An agricultural platform that connects investors with farmers. It helps both parties generate revenue.

What are ZAINIAC's targets for 2020?
- To have three startups approved for funding by Q4 2020
- To create 15 jobs within the startups by Q4 2020
- To conduct 10 internal innovation sprints across Zain – innovation sprints are 2-3-day workshops for Zainers. Participants will be introduced to topics such as business modeling, value proposition, customer testing and prototyping. The goal is to cultivate a more digital mindset into Zain.

