

GRC EGYPT

SHE LEADS CHANGE.
DRIVES INNOVATION.
SHAPES TOMORROW.

Women at the forefront of digital governance are transforming how organizations navigate risk, compliance, cybersecurity, and strategic leadership. This edition highlights the voices, achievements, and impact of empowered women who are building resilient systems, advancing technology, and defining the future — with intelligence, integrity, and vision.vvv

WHISPERS OF KEMET

Empowered to Lead Women Shaping Digital Governance in the Digital Era.

GRC Egypt Magazine is the region's leading publication dedicated to Governance, Risk, Compliance, Cybersecurity, Audit, and ESG, offering strategic insights and expert perspectives that reflect Egypt's leadership and growing global influence in digital governance. Across its editions, the magazine has highlighted emerging trends, regulatory shifts, innovative technologies, and the voices of influential professionals driving transformation and resilience across sectors. It serves as a trusted platform for thought leadership, empowering organizations in Egypt and globally to navigate complexity and lead with integrity in an increasingly digital and risk-conscious world.

Connect

with industry leaders and stay ahead of the curve by exploring the latest trends and innovations in GRC, Audit, Cybersecurity, and ESG. ensuring you lead with knowledge and expertise in your field.





You Are the Flame

From the heart of ancient Kemet, we speak—not rising to meet you. We are the queens, priestesses with wisdom, strength, and sacred fire. To every woman, we say: rise with grace, build with purpose, and dream beyond through your spirit. You are not starting a new movement. You craft the future not in stone, but in code, and carry the torch. Carry your voice like a torch, rise with purpose, and lead. You are the future we dreamed. And now, we stand — as one.



ne We Lit

It is not just as echoes of the past, but as eternal voices
of queens, warriors, and visionaries who once led
the world: you who lead
women across the world: you who lead
across borders and boundaries, know this—our legacy flows
through you; you are continuing a lineage of power,
compassion, and courageous transformation.
Stand with us and lead without fear. In you, we live again.
Stand with you — across continents, across time

Ms. Neveen Sabbour's Words

"Egypt at the Forefront of Change"

"Advancing Women's Empowerment as a Catalyst for National Progress"

Over the past ten years, the Egyptian government has taken a holistic and deliberate approach to enhancing the status of women across political, economic, and social domains—demonstrating its deep-rooted commitment to gender equality and inclusive development.

Guided by this vision, Egypt has enacted a range of policies to ensure women are actively engaged in decision-making—not just in politics, but also within legal and judicial institutions. One of the clearest indicators of this effort is the appointment of women to judicial positions, enabling them to play a direct role in upholding justice and strengthening the rule of law. In parallel, the state has cultivated an environment that supports women entrepreneurs, helping them enter and thrive in the labor market while contributing meaningfully to the country's broader development goals.

Marking International Women's Day, a recent report by the Egyptian Cabinet's Media Center showcased the country's key milestones in women's empowerment. According to the report, Egypt improved its position on the United Nations Development Programme's Gender Inequality Index (GII) by 38 ranks, moving from 131st in 2014 to 93rd in 2022. Progress on the political

front has also been impressive: Egypt advanced 44 places on the World Economic Forum's Political Empowerment Index, reaching 90th in 2024—up from 134th just a decade ago.

Female entrepreneurship has also seen a strong boost. Egypt raised its score on the World Bank's Women's Entrepreneurship Index by 25 points, achieving a perfect score of 100 in 2024—marking three consecutive years of steady improvement.

The government's dedication to women's political empowerment is further reflected in the growing number of women in elected and executive roles. By 2025, women will occupy 163 seats in the House of Representatives, a remarkable rise from only 9 in 2012. In the Senate, female representation will increase to 41 seats, up from 12 in the same period. Additionally, the executive branch now includes four female ministers, nine female deputy governors, and five women serving as deputy ministers.

On the judicial and diplomatic fronts, Egypt is witnessing a notable transformation. As of 2025, the judiciary includes 3,918 women, while the diplomatic corps is home to 323 female diplomats—a clear reflection of a broader societal shift toward



Chairwoman Board of Directors
of The Commercial Int. Bank

embracing women's leadership across all sectors.

Economically, the country has made significant headway. Female unemployment has dropped by 8.2 percentage points—down from 24.8% in 2014 to 16.6% in 2024. Access to financial services among women has also surged, with the number of female account holders increasing by nearly 295%, reaching 23.3 million in 2024 compared to just 5.9 million in 2016.

The government's support for small and micro enterprises has been a cornerstone of its economic empowerment strategy. More than 30,000 women have benefited from the "Mastora" initiative, which provides targeted financial support for female-led businesses. Moreover, over 908,000 small projects have been directed toward


women through the Small and Micro Enterprise Development Agency, underscoring the state's ongoing commitment to equipping women with the tools they need to succeed economically.

Beyond economic empowerment, significant investments have also been made in women's education and healthcare. Female enrollment in higher education rose to 54.8% in 2024, up from 45.4% in 2014—an indicator of both progress and potential. On the healthcare front, national initiatives focused on women's health and maternal care have reached millions, providing essential services and reinforcing the importance of well-being in women's empowerment.

Governance has played a pivotal role in advancing women's empowerment in Egypt, with institutional frameworks and national strategies ensuring that gender equality is embedded in the country's development agenda. The National Council for Women (NCW) has been instrumental in coordinating efforts across ministries and monitoring the implementation of the National Strategy for the Empowerment of Egyptian Women 2030. This strategy, endorsed at the highest political levels, serves as a roadmap to integrate women's rights into governance, lawmaking, and public administration. Key pillars—political empowerment, economic inclusion, social protection, and legal reform—are systematically aligned with Egypt's Vision 2030 and the Sustainable Development Goals. By institutionalizing

gender-responsive policies and increasing transparency and accountability, Egypt is strengthening its governance systems to ensure that women are not only beneficiaries of development but active partners in shaping it.

In sum, Egypt's unwavering commitment to women's empowerment is not just transforming individual lives—it is reshaping the nation's future by unlocking the full potential of half its population, driving inclusive growth, and setting a powerful example for sustainable development rooted in equality and opportunity.



The women of Egypt, are leading the change, shaping the economy, and redefining governance - building a future grounded in equality.

Dr. Lamise A. Negm's Words

She Builds the Future: Women's Leadership, Legacy, and the Power of Purpose



Corporate Social Responsibility
Advisor - Executive Chairman
Financial Regulatory Authority

"From the temples of Kemet to the boardrooms of today, the wisdom of Egyptian women endures. Carried through the ages, it now calls us to lead—not with authority, but with purpose. When women embrace CSR, leadership, and ancient insight, they don't just honor the past—they shape the future."

From Nefertari's wisdom to today's boardrooms, Egyptian Women have always shaped the future, as we face rapid digital and social shifts, that legacy lives on – in every woman building with empathy and purpose.

Egypt's history tells this truth best. Long before modern institutions and corporate charters, we had Nefertari, Queen of Egypt, advisor, diplomat, and patron of education and peace. Her influence was etched not only in temples, but in minds. Today, as we navigate the fast-evolving landscapes of digital transformation, social responsibility, and sustainable development, I believe that the legacy of women like Nefertari

lives on—within us.

As an Egyptian woman, a financial leader, and a lifelong advocate for Corporate Social Responsibility (CSR), my journey has been shaped by a profound belief: development without empathy is incomplete. My early years in banking, following in the footsteps of my late father—the former Governor of the Central Bank of Egypt—were rooted in discipline, data, and systems. But it was in 2008, while supporting community outreach and education programs, that I discovered my deeper calling.

I learned that, while finance serves structure, CSR nourishes the soul. The moment I saw the impact of helping a child read, or providing healthcare to a struggling family, I knew this work would define my future.

In 2017, I was honored to return to the Central Bank of Egypt—not to manage funds, but to mobilize compassion. As Advisor to the Governor and later Head of the Sustainable Development Committee at the Federation of Egyptian Banks 2020, my goal was to unite Egypt's banking sector under a common social mission. We built frameworks that aligned corporate values with national priorities—education, healthcare, urban development, and now, sustainability and digital empowerment.

This national CSR movement – rooted in compassion and long term development – was powered by women. Women who led outreach, shaped policies, empowered youth, and designed solutions.

In Helwan, one of our first communities, skepticism gave way to trust as we consistently returned—not just with funding, but with presence. The impact of these visits, particularly among children, was immediate. They didn't just welcome our help; they saw us as partners in their future.

“They looked up to us not with expectations, but with hope,” I once shared.

“That is where real change begins—when a community believes they are seen.”

As our work evolved, so did our tools. Today, CSR today goes beyond community visits. It is about integrating ESG principles, leveraging technology in education, supporting fintech entrepreneurship, and building carbon-neutral infrastructure. These are not luxuries; they are imperatives.

We now support technology schools equipped with AI and robotics labs, train youth for vocational careers, and collaborate with the Ministry of Education to enhance teaching standards. In partnership with industry leaders and luxury brands, we've helped redefine CSR as not just giving back—but building forward.

Women, once again, are at the forefront. Whether driving ESG innovation, leading sustainability audits, or mentoring youth, women bring both strategic insight and emotional depth to governance. This is not anecdotal—it's systemic. Empathy, collaboration, and resilience are not soft skills—

they are the new fundamentals of leadership.

Our national blueprint, Egypt Vision 2030, embraces this paradigm. It emphasizes inclusive growth, environmental stewardship, and digital fluency. And it aligns perfectly with the values we promote through CSR—justice, equity, innovation, and legacy.

Legacy, after all, is what we carry from one generation to the next. Queen Nefertari was not remembered merely for her titles—she was honored for her intellect, her diplomacy, and her commitment to culture. She led with grace and conviction, serving as both counsel to the king and symbol of strength to her people. Her tomb in the Valley of the Queens is still celebrated not for its grandeur, but for its reverence to knowledge, balance, and the divine feminine.

Like Nefertari, modern Egyptian women carry immense responsibilities—not only in families, but in boardrooms, ministries, and communities. We are regulators and reformers, visionaries and volunteers. We understand that true governance is not just about control—it's about care.

In closing, I say this not only as a woman—but as a believer in purpose: She doesn't just lead she uplifts. She doesn't just serve, she transforms.

And when she builds, she builds more than projects,

She Builds Futures.

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Dr. Fatma El-Gouully's Words

Ability to Sustain Through Development
Sustain ... able Development

I would like to begin by sharing two of my favorite quotes that reflect the heart of this topic:

"Speak, so that I may see you."
– Socrates

"It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change."
– Attributed to Charles Darwin



Chief Corporate Communication
Officer of Banque Misr

Both quotes speak to the core of human evolution and growth. One highlights the power of expression and identity, while the other underscores adaptability as the true key to survival and success. Together, they capture what it truly means to sustain oneself—through inner clarity and outward action.

Not only Women
It's for All
A Soul, Not a Label

In a world that often rushes to label—by gender, race, role, or origin—we forget that before anything else, a person is a soul. One with a purpose, a will, and a unique energy meant to bring value and leave a mark. Differentiating men and women for the sake of debate often masks a deeper issue: bias. True equality is not in discussing our differences but in recognizing our shared potential—the ability to contribute, persevere, and rise.

Labels can confine us, reducing the richness of human experience to simplistic categories. They can obscure the individual stories, struggles, and triumphs that define each person. Recognizing the soul beneath the label allows us to appreciate the intrinsic value of every individual, fostering a more inclusive and empathetic society.

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The Power of Will

What distinguishes people isn't gender—it's will. It's the force that helps us overcome limitations, adapt, grow, and achieve. Those who bring value, who show commitment, who give—they lead, regardless of their label. And it's this ability to give that marks the first step in personal development.

Because when there is will, there is always a way.

Willpower is the engine of personal transformation. It propels individuals to pursue education despite obstacles, to innovate in the face of adversity, and to lead with conviction.

Consider Malala Yousafzai, who, despite facing life-threatening opposition, stood fearlessly for girls' education and turned personal tragedy into a catalyst for global change. Or take Nelson Mandela, who, after 27 years of imprisonment, emerged not with bitterness, but with vision and determination to lead South Africa toward reconciliation and equality.

Both leaders embody how willpower can overcome even the harshest of barriers—be it violence, injustice, or oppression. Their stories remind us that individual will, when anchored in purpose, can shift societies and inspire generations.

Whether fighting for education, freedom, or justice, history proves time and again: it is the determined will of individuals that fuels lasting, sustainable change.

Development as a Pathway to Sustainability

Sustainability begins from within. It is not only about conserving resources but also about evolving resilient, responsible individuals who can withstand pressures and stay grounded in values. Development is the journey of becoming that kind of person—one who can sustain not just themselves but also contribute to sustaining communities, ideas, organizations, and the world.

Personal development cultivates the skills and mindset necessary for long-term success. Emotional intelligence, adaptability, and continuous learning are pillars of sustainable personal growth. Organizations that invest in employee development often see increased innovation and resilience, as individuals are better equipped to navigate change and drive progress.

Purpose, Governance, and Ethics: The Inner Compass

Every meaningful journey needs a compass. In this fast-moving, ever-changing world, the compass is governance and ethics. They keep us aligned with what matters, ensuring we act with integrity while pursuing our goals. They shape how we run after dreams, how we make decisions, and how we build systems that are fair and inclusive.

Purpose provides direction, governance offers structure, and ethics ensure that our actions align with our values. Together, they form the foundation of responsible leadership.

The Human Element is the Core

No sustainable model exists without the human being at its center—not as a title, not as a gender, but as a soul guided by purpose. The journey to build a sustainable and equitable future is challenging, but it is also deeply rewarding. It demands clarity of mission, strength of values, and faith in people—not he or she, but we.

By focusing on the development of individuals, we lay the groundwork for resilient communities and organizations. Empowered individuals drive innovation, foster inclusivity, and champion sustainability. The human element is not just at the core—it is the catalyst for enduring change.

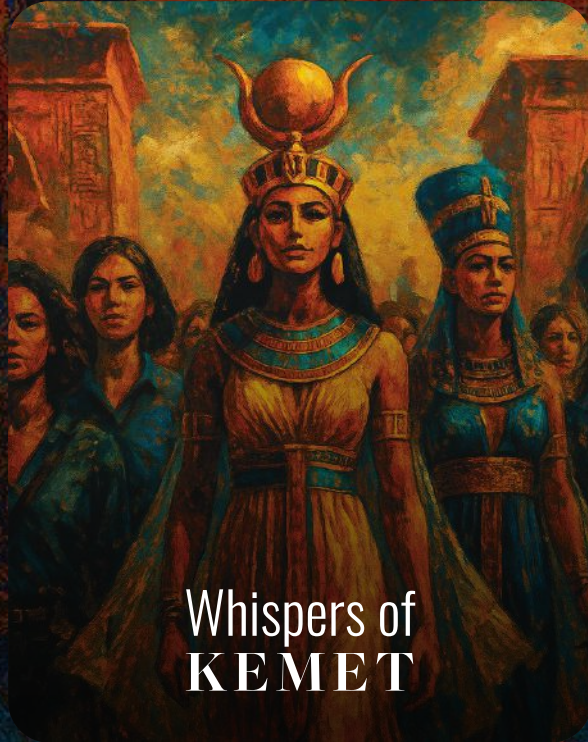
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Now Playing



Whisper



Whispers of
KEMET

Whispers of Kemet



From the heart of ancient Kemet we rise

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Queens and warriors, bold and wise,
Living again through modern eyes.
She doesn't just lead—she redefines,
She builds the future between the lines.
Torch in hand, head held high—

ers Of KEMET

From the heart of ancient Kemet we rise,
Not as echoes, but eternal skies.
Queens and warriors, bold and wise,
Living again through modern eyes.

She doesn't just lead—she redefines,
She builds the future between the lines.
Torch in hand, head held high
She is the reason legacies fly.

Listen Now On



Play

Listen Now On



Play

Sayonara El Asmar's Words

Redefining Risk: How Women Are Leading the Future of Digital Governance and Enterprise Resilience in Alignment with Egypt Vision 2030

One of the corner stone of the Egypt 2030 nation ambitious Vision 2030 is sustainable development, and one of the main drivers of this progress is women empowerment for shaping the future of digital governance toward an equitable society, and a diversified economy that thrives on innovation and knowledge.

Woman empowerment is crucial, for gender Equality & Justice moreover, it supports economic growth and development by contributing to the workforce entrepreneurship, leading social progress, which help improving health, education and well being for them and their families.

Their participation enables them to be part of the decision-making process influencing policies and laws that affects their live and inspire others serving as role models and leaders to their communities.

In this regard, women leadership are going beyond traditional financial and operational concerns supporting the development of robust resilience strategies, essential for navigating cyber threats, data

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Deputy CEO & Managing Director
OF ISCORE

privacy complexities, and geopolitical instabilities. This includes fostering a culture of adaptability, investing in human capital, and integrating comprehensive business continuity plans. Their collaborative approach to problem-solving are directly contributing to the resilient economic ecosystem and the initiatives led by women in Environmental, Social, and Corporate Governance (ESG) and Corporate Social Responsibility (CSR) strategies, and programs has demonstrated continuous success and tangible social impact.

“She leads with
builds with i
transforms Egypt
sustainably



purpose. She
integrity. She
t's future digitally,
and justly. ”

Female executives are championing sustainable practices, embedding ethical considerations deep within organizational frameworks. They are promoting diversity and inclusion, ensuring equitable opportunities, with a focus on responsible business, to ensure that economic progress is linked to societal well-being, contributing to the “Quality of Life” and “Social Justice” objectives outlined in Egypt Vision 2030.

Female investors and financial leaders are not only directing capital towards sustainable and socially responsible ventures but are also embedding tech-driven governance mechanisms to ensure transparency and accountability in the investment ecosystem. Their efforts are catalyzing a new wave of ethical finance that supports growth and maximizes the human impact of capital, contributing to a diversified and resilient economy.

The leadership of women across these critical domains is not just a global trend; it is a vital engine towards achieving Egypt Vision 2030.

From making businesses stronger and more ethical to keeping our digital world safe and investing wisely, women's leadership is key for building a future for Egypt that is not just modern and digital, but also fair, honest, and successful for all. From building digital resilience and fostering purpose-driven enterprises to safeguarding national data and driving

ethical investments, women contributions are directly reinforcing the pillars of a knowledge-based, equitable, and sustainably governed environment, proving that true national progress is inseparable from the empowerment and active participation of its women.

The empowerment of women, in addition to efforts toward digital trust and data sovereignty, participates in the acceleration of the digital transformation journey, however, a focus on securing national data and fostering trust in digital services, as well as implementing advanced cybersecurity protocols, developing ethical frameworks for data usage, and advocating for policies that protect national digital assets is necessary for an effective contribution to the “National Security” and “Governance” particularly concerning information security.

**BY EMPOWERING
WOMEN,
WE CAN CREATE
A MORE
EQUITABLE
AND PROSPEROUS
SOCIETY
FOR EVERYONE.**

Dr. Amal Emam's Words

Women Leading the Future: Digital Governance and Enterprise Resilience Through the Eyes of a Humanitarian Leader

In a world increasingly shaped by digital transformation and complex global challenges, the need for resilient and visionary leadership has never been greater. Women are not just responding to this call; they are redefining the structures that shape digital governance and institutional resilience. I've had the privilege of living this transformation firsthand, starting as a volunteer with the Egyptian Red Crescent (ERC), and rising through the ranks to serve today as its Chief Executive Officer (CEO).

From Volunteer to Leader: A Journey Rooted in Service:

My journey began with a deep commitment to serve my community. As a volunteer with the Egyptian Red Crescent, I experienced the powerful impact of coordinated humanitarian action in times of crisis. Those early years taught me that true leadership is born in the field; from listening, learning, and acting with compassion.

I later became the Manager of the Youth and Volunteer Department, a role that allowed me to engage with and empower thousands of young people across Egypt. During this time, I had the

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opportunity to contribute to the creation of an electronic system for managing volunteers, streamlining registration, coordination, and communication across our nationwide network.

In addition, I played a key role in developing an E-learning platform to deliver structured training programs to volunteers. This platform provided access to a wide range of courses; covering first aid, disaster response, psychological support, and more, making training accessible anytime, anywhere,

and enhancing the skills and preparedness of ERC volunteers across the country.


Leading the Future: Digital Governance and Enterprise Resilience:

When I became CEO, I carried with me the insights gained from years on the ground. I was determined to modernize and strengthen the Egyptian Red Crescent, and to make digital governance a core pillar of our resilience strategy. This vision was not simply about adopting new technologies, it was about transforming our organizational mindset. We expanded our use of data and digital tools to respond to emergencies more effectively, developed interactive dashboards for faster decision-making, and introduced mobile platforms to reach remote and underserved communities. We built strong partnerships with public and private stakeholders to ensure our digital transformation was inclusive, secure, and sustainable.

And most importantly, we focused on investing in people, especially women. We launched digital literacy programs for female volunteers and staff, supported women led innovation initiatives, and worked to ensure equal representation in leadership roles and strategic planning.

Women as Catalysts for Change and Resilience:

Women bring powerful and necessary perspectives to the fields of crisis response



and digital transformation. We know that resilience is not just about returning to normal; it is about building better, more inclusive systems that can withstand and adapt to future challenges.

Throughout my leadership journey, I have seen women play critical roles at every level: field responders, data analysts, community organizers, and digital innovators. They are not just contributing to humanitarian efforts, they are actively shaping the future of how we govern, respond, and lead.

A Message to Future Female Leaders

To every young woman reading this; your place is at the center of progress. Whether you are a volunteer, a student, an entrepreneur, or a future executive; your voice and your vision matter.

Leadership in digital governance and enterprise resilience is not about fitting in; it is about building what's next with purpose, with courage, and with collective strength.

Let us continue to lead, empower, and transform together.

Prof. Mona Gamal Eldin's Words

Towards Sustainable Development Goals in Agriculture: A Comprehensive Framework for Evaluating Irrigation Strategies Through Environmental, Economic, and Social Sustainability Pillars



Professor of Environmental Engineering
Dean of school of Energy Resources,
Environment, Chemical and
Petrochemical Engineering- EECE.
Head of E-JUST Sustainable
Development Committee.

Conventional agricultural techniques often choose irrigation systems based mostly on the availability of water and nutrients, the amount of work required, and the associated capital cost. Nevertheless, these criteria were inadequate in addressing the correlation between irrigation systems and significant environmental and techno-economic factors. For instance, furrow irrigation systems may lead to the depletion of water resources due to the rapid expansion of irrigated crops aimed at improving food security. Additionally, excessive use of fertilisers to enhance crop growth may result in nitrogen leaching and groundwater pollution. Furthermore, a cheap irrigation approach may need regular maintenance of water pumps and conveyance equipment

and facilities, making the operational expenses of the system unaffordable. Qualitative interviews with farmers reveal a deficiency in awareness about the choice of irrigation technology, environmental consequences, and conservation. In order to overcome the drawbacks of traditional irrigation methods, it is crucial to explore novel and applicable approaches with more effective criteria for selecting sustainable irrigation strategies.

Hence, we developed a novel sustainable irrigation matrix (SIM)-based framework to evaluate 12 irrigation treatments – a combination of furrow and drip techniques, three levels of irrigation (100%, 80% and 60% crop water requirement), and chemical, and nanomaterial fertilizers – in tomato cultivation to fulfil the sustainable development goals (SDGs) and their targets. The SIM model included main criteria (three sustainability pillars) and sub-criteria, i.e., irrigation water and nitrogen use efficiency, nitrate leaching, nitrous oxide (N₂O) emission, energy input, crop yield, net return, hired farmworkers, education level, and percentage of irrigated area. The measurement and estimation of indicators included a pot-scale experiment conducted in the City of Scientific Research and Technological Applications (SRTA-City), literature studies,

and field surveys.

The study results demonstrated that drip/nano-fertilization under full irrigation (DN100) was the best irrigation treatment, and it was highly influenced by the economic and environmental pillars, followed by the social dimension of sustainability. Moreover, DN100 could satisfy most of the environmental- and economic-related SDGs due to the conservation of natural resources. However, the furrow chemical (FC) treatments exhibited the highest scores on social-based SDGs compared to DN due to a lack of experience and knowledge of environmental preservation. These findings were verified by employing sensitivity analysis and an AHP-TOPSIS model. The sensitivity analysis results confirmed the reliability of the selected indicators in the SIM model, where each irrigation treatment's average score after excluding up to five indicators remained similar to its initial static level, and the standard deviation was less than 5. Furthermore, the tomato irrigation treatments' rankings derived from the AHP-TOPSIS and SIM models were comparable. These findings affirmed the effectiveness of the developed SIM model in evaluating the adoption of sustainable agriculture practices and determining the optimal sustainable irrigation treatment method on a global scale.



GRC SUMMIT EGYPT 26

GRC Summit Egypt is the region's most prestigious platform where governance, risk, compliance, audit, cybersecurity, and ESG converge to shape the future of institutions. Set against the backdrop of Sharm El Sheikh, Egypt's green city and a symbol of sustainable vision. this summit is more than an event; it's a movement of leadership, innovation, and transformation. It brings together visionary minds from across sectors — those who lead, influence, and drive change — to exchange powerful insights, challenge outdated norms, and spearhead strategic evolution. It's where legacy meets innovation, where Egypt reclaims its role as a global thought leader, and where those who don't settle for average come to lead.

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The
Future,
Written by
Her Hand,
The Rise of
Seshat
in the Digital
Era



Seshat Reimagined: Women Leading the Digital Future

In the vast temple walls of ancient Egypt, a woman stood tall, cloaked in a leopard-skin robe, holding a notched palm stem and a reed pen. Her name was Seshat — goddess of writing, wisdom, architecture, timekeeping, and record-keeping. While the world around her was built in stone and starlight, her legacy was built in logic, knowledge, and divine order.

Today, that same spirit has re-emerged — not in stone carvings, but in the glowing interfaces of governance dashboards, risk-control matrices, and digital transformation frameworks. Modern Egyptian and global women leaders in governance, risk, compliance, cybersecurity, and ESG are carrying forward what Seshat once embodied: structure, foresight, and innovation.

She Leads Change

Seshat was more than a scribe — she was the architect of thought. Her role was to bring cosmic chaos into divine order, much like how today's women in governance and compliance transform

complexity into strategy.

In GRC Egypt and across the globe, women are now heading policy shifts, redesigning compliance models, and embedding ethics into digital governance. Their ability to think holistically — bridging logic, regulation, and cultural awareness — is reminiscent of Seshat's wisdom-based leadership.

She Drives Innovation

Seshat was also the goddess of architecture and measurement — the unseen force behind temples, pyramids, and the stars' alignment. She wasn't just recording the world; she was helping design it.

Today's digital women leaders are not passive observers — they are digital architects. They build AI-driven audit platforms, design ESG analytics systems, and lead ethical data transformation efforts. They bring a unique synthesis of structure and creativity — very much in the spirit of Seshat.

She Shapes Tomorrow

Perhaps the most powerful aspect of Seshat's symbolism lies in her connection to time. She was believed to “write

the years” of kings and civilizations — essentially recording what was to become. Her hand marked not just the past, but the future.

Now, women in digital governance are not only shaping systems but defining timelines. They forecast trends, build sustainable infrastructure, and create cross-sectoral alliances that will shape the ethical boundaries of our tech future. They are not rewriting history — they are coding the future.

A Legacy Reawakened

The ancient Egyptians believed that to speak the name of someone is to make them live again. As we invoke Seshat's name in this digital era, we're not just honoring a goddess — we're celebrating a lineage of women who continue to lead, innovate, and shape the world with intellect and vision.

In every woman who governs a system, calculates a risk, or drafts a future-proof strategy,

Seshat lives on.



“She carries the wisdom of Kemet in her heart and the power of digitalization in her stride. Between legacy and innovation, she doesn’t follow time, She transforms it.”



CSR and Sustainability Manager of e& Egypt and GM at e& Egypt Foundation

When we talk about

Sustainability, people usually tilt their heads and smile and think we are talking about something lavish. Actually, sustainability is not a topic to be ignored anymore and everyone should understand that.

The acronym “ESG” referring to Sustainability was invented in 2005, and it is just until couple of years ago, that it started taking a much-needed importance. Since 2019, the internet searches for Sustainability and ESG grew fivefold. Across industries, geographies, and company sizes, reporting on ESG elements is becoming either mandatory or under active consideration. Also, inflows into sustainable funds rose from \$5 billion in 2018 to nearly \$70 billion in 2021. A major part of ESG growth has been driven by the environmental component and responses to climate change but other components of ESG, in particular the social dimension, have also been gaining popularity.

Sara Adel's Words

ESG Unveiled: Embedding Purpose, Driving Profit, and Building a Sustainable Future for Business and Society

Believing in ESG actually refers to a company's ability to operate in a manner that upholds (1) **ecological integrity** - the effective management of environmental resources, (2) **social well-being** - acknowledging positive social responsibility, and (3) **sound governance principles** - maintaining high standards of ethical conduct; All while generating value and profit. We also have to shed light here that Sustainability is focused as well on the triple bottom line or 3 Ps - People, Planet and Profit.

For me, sustainability has been instilled in my DNA and I make sure it makes its way towards the strategy, the way of thinking, the innovation and the people of every company I work for and every institution I work with. As a leader in ESG, I have always been committed to working towards bettering the community in every possible way, and that directly leads to fulfilling my commitments to the ESG principles.

As sustainability continues to gain importance in the corporate world, companies should start by assessing their ESG and publishing their ESG reports, and baselining their Carbon Footprint. Starting there, companies should process all the data acquired and create a yearly gap report with short and long-term action plans to improve their

position on GHG emissions. This milestone showcases the company's commitment to transparency and sustainable business practice. The sustainability portfolio should not only be there to decarbonize but also to contribute to something bigger; which is a net zero future, that is powered by clean tech and clean energy.

While talking about the importance of ESG, we should not ignore the criticisms that are not new. Sustainability has gained support and has encountered doubt and criticism as well. Perhaps the main objection to ESG is that it gets in the way of what businesses are supposed to do: *"make as much money as possible while conforming to the basic rules of the society,"* Viewed from this perspective, ESG can be presented as something of a sideshow—a PR move. ESG is something "good for the brand" but not foundational to company strategy. I actually disagree, because it has been proven that "Doing Good is Good for Business". Let me tell you that when I started exploring this concept of sustainability, I realized that it was difficult to convince so many people to throw money in things that are already working and working well. But institutions are actually wasting so much money. For instance, by only changing the normal lighting into LED one, we could reduce electricity

consumption and actually decrease costs! And that is only a very small example.

Many businesses are unsure about how to get started let alone have a vision regarding long term sustainability. That's a job for every single department in the company. The critical importance of human capital for business, emphasizing diversity, professional development, and employee inclusion as key elements in reducing risks and enhancing financial performance. They highlight the added value generated by company employees, including wage incentives, flexible work programs, employee satisfaction, gender, and cultural diversity, all of which have a significant positive impact on the financial performance of companies.

I will leave you with some last thoughts - Every company has to align sustainability with business value and because of ESG calculations, the investments made in innovation and technologies can greatly enhance the ability to listen to the heartbeat of the business in real time, every minute, every day. In turn, this increases the ability to keep the promises of the business while creating a path to innovation, resilience, efficiency and profitability. One way to get ahead of the future curve is to consider repurposing assets right now. Walking the talk on purpose strengthens the company and its community. "Profits are in no way inconsistent with purpose—in fact, profits and purpose are inextricably linked." The link from ESG to value creation is solid and real indeed.



Marian Kaldas's Words Women Shaping Arbitration in Egypt: A New Era of Leadership and Equity



Executive Director-Egyptian Center for Arbitration and Settlement of Non-Banking Financial Disputes

In recent years, Egypt has emerged as a key force in advancing gender equality and promoting female leadership across various sectors, bolstered by institutional development, legislative reforms, and a growing commitment to diversity and inclusion. A notable dimension of this transformation is the increasing prominence of women in the field of Alternative Dispute Resolution (ADR) and arbitration, reflecting the nation's broader strategic vision for gender parity and legal excellence. This shift underscores Egypt's confidence in female leadership within the legal profession and highlights the country's dedication to promoting women empowerment in traditionally male-dominated fields. This article aims to highlight the significance of Alternative Dispute Resolution (ADR) and to explore the vital role that women hold within this rapidly developing field.

ADR encompasses a range of methods used to resolve disputes outside of traditional court systems. These include arbitration, mediation, and conciliation, which provide parties with flexible, efficient, and confidential options for settling conflicts.

Arbitration is a mechanism through which disputes are resolved by a neutral third party known as an arbitrator. It is valued for its confidentiality, speed, flexibility, and the ability of parties to select arbitrators with specific expertise relevant to the dispute. Upon hearing the case, the arbitrator issues a decision known as an arbitral award, which is final and binding, carrying the same legal weight as a court judgment.

One of the primary advantages of arbitration lies in its confidentiality. Unlike court proceedings, which are typically public, arbitration hearings are private, allowing sensitive information to remain protected. In this context, confidentiality is not merely a procedural feature but a strategic necessity for many businesses and institutions.

Additionally, arbitration is often faster and more flexible than traditional litigation, making it an attractive option for parties seeking a more efficient resolution process. The rigid procedures of the courts can delay proceedings for years, whereas arbitration offers a more expeditious route to resolution.

A unique feature of arbitration is the ability of parties to select arbitrators with specialized expertise relevant to their dispute. This allows complex matters to be evaluated by professionals with the appropriate knowledge and background, resulting in more informed

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and contextually appropriate decisions.

Arbitral awards are legally binding and enforceable, offering parties a level of certainty and finality akin to a court judgment, while benefiting from a less adversarial and more streamlined process.

Institutional Arbitration and Ad Hoc Arbitration are the two primary types of arbitration. Institutional Arbitration is administered by established arbitration centers that provide procedural rules, administrative support, and oversight. Examples in Egypt include the Egyptian Center for Arbitration and Settlement of Non-Banking Financial Disputes (ECAS) and the Cairo Regional Centre for International Commercial Arbitration (CRCICA). These institutions offer a structured framework that enhances procedural clarity and efficiency. Ad Hoc Arbitration, on the other hand, is arranged and managed entirely by the parties without institutional support. While this approach allows for greater customization and potentially lower costs, it places a heavier burden on the parties to

manage the process.

ECAS is a pioneering arbitral institution that reflects the nation's strategic vision for dispute resolution and exemplifies Egypt's confidence in female leadership. Marking a significant milestone as the first arbitration center in Egypt established by Presidential Decree No. 335 of 2019, ECAS is dedicated to resolving disputes within the non-banking financial sector and underscores Egypt's commitment to modernizing dispute resolution mechanisms.

As the first Executive Director of ECAS, appointed by Presidential Decree, I consider this a profound recognition of Egypt's progress towards gender equality within its evolving leadership landscape.

Remarkably, 90% of the employees at ECAS are women. As part of our broader commitment to gender equity, ECAS launched Egypt's first Equal Representation in Arbitration (ERA) Pledge, aimed at promoting greater inclusion within the legal profession. I was recently appointed by Presidential Decree as a

member of the new board of the National Council for Women in Egypt, where I co-chair the Economic and Legislative Committee. Through this role, I support the development and implementation of reforms aimed at empowering women economically and legally.

As part of our broader commitment to gender equity, ECAS launched Egypt's first Equal Representation in Arbitration (ERA) Pledge, an initiative aimed at promoting greater inclusion within the legal profession. This pledge supports equal opportunities and advances the representation of women across arbitration panels, professional development, and leadership roles.

The rise of ECAS and my vision for its leadership reflect a broader shift in Egypt's institutional fabric—a shift towards inclusion, meritocracy, and progressive legal reform. As Egypt continues to modernize its arbitration landscape, women have emerged not merely as participants but as influential architects of change.

Amina El Kenany's Words

Not Behind the Scenes Anymore: Women at the Helm of Governance and Change

In today's rapidly evolving world, governance has taken on a new meaning. No longer a backstage function focused solely on compliance and reporting, governance now plays a vital role in enabling transformation, building trust, and future-proofing organizations. As women in governance, we are uniquely positioned to shape this evolution—not just by meeting expectations, but by setting new ones.

Throughout my professional journey, I have come to realize that governance is not about control. It's about clarity, courage, and commitment. It's about asking the questions others may avoid and ensuring that ethics, transparency, and accountability are not mere slogans, but guiding principles. And at the heart of this work lies one undeniable truth: empowered women don't just strengthen governance—they redefine it.

Women in Governance: From Compliance to Conscience
Strong governance starts with strong leadership. Women bring to the table a powerful combination of empathy, foresight, and resilience. We lead with our heads and our hearts. We balance risk with humanity. We recognize that numbers matter—but people matter more.

In governance roles, women often act as bridge-builders, connecting policies with



Head of Corporate Governance
CIB Egypt

purpose. We challenge the status quo not for the sake of disruption, but to ensure that systems are inclusive, fair, and adaptable. This kind of leadership is especially critical in an era where stakeholder expectations are broader than ever—where trust is fragile and reputational risks travel faster than facts.

Embedding the Gender Lens
Governance is most effective when it reflects the world it serves. Applying a gender lens to governance means embedding inclusion into every layer—from board composition to risk oversight, from ethical codes to data policies. It's about making sure that women's voices are not only heard but truly shape

decisions.

Research continues to show that gender-diverse boards outperform those lacking representation. They are more attuned to long-term risks, better equipped to manage crises, and more capable of fostering ethical cultures. But beyond the data, there is a deeper impact: when women lead, they create space for others to follow.

Transparency in the Digital Era
We are living in an age where algorithms influence everything—from hiring decisions to credit scoring. With great technological power comes great governance responsibility. Transparency today isn't just about publishing disclosures—it's about ensuring those disclosures are clear, accessible, and ethical.

As women in governance, we often serve as the moral compass in conversations around AI, data privacy, and emerging risks. We ask the uncomfortable but necessary questions: Who benefits? Who is left out? Are our systems fair?

True transparency means going beyond regulatory requirements. It requires courage to reveal vulnerabilities, openness to listen, and discipline to act. And increasingly, it is women who are driving this change.

Empowered Women Build Empowered Systems

When women are empowered within governance structures, they don't just occupy seats—they expand the conversation. They champion mentorship, advocate for inclusive hiring,

and embed sustainability into organizational DNA.

Our leadership style is often collaborative, ethical, and systems-oriented. We don't lead to control—we lead to elevate. And in doing so, we help organizations become more resilient, more responsible, and more future-ready.

This is particularly vital in regions and sectors where women's leadership is still emerging. Every woman who rises into a governance role not only strengthens her institution—she inspires an entire ecosystem to rise with her.

Shaping Tomorrow Starts Now
The theme of this edition—*She Leads Change. She Drives Innovation. She Shapes Tomorrow*—is more than a tribute. It is a truth we are living every day. Women in governance are not waiting for change—we are leading it.

We are redefining leadership not just by what we deliver, but by how we deliver it. Through transparency, through courage, through the belief that governance is not simply about protecting institutions, but about empowering people.

As we look ahead, let us commit to building systems that are ethical by design, inclusive by structure, and visionary by leadership. Let us continue to lead with integrity and innovate with purpose.

Because when women lead governance, they don't just shape tomorrow—they make it stronger, fairer, and more human.



Dr. Sara Sabry's Words

Rethinking Financial Architecture: AI as a Strategic Imperative in Modern Banking

The financial services ecosystem is undergoing a fundamental transformation as a result of the introduction of artificial intelligence, which is influencing the creation, assessment, and management of value across organizations. Top-down banking executives are redefining AI as a fundamental capability for institutional resilience and competitive differentiation, rather than viewing it as a mere technical instrument. Capital allocation models, risk appetite statements, and long-term strategic plans are being implemented by C-suites and boards to progressively integrate AI strategy into corporate governance frameworks. The focus of executive attention has shifted from individual automation initiatives to systemic transformation, which encompasses the reworking of data lakes, the development of digital cores, and the deployment of AI-driven decision engines throughout the organization. Financial leaders are being compelled to reevaluate personnel capabilities as AI is now at the intersection of operational efficacy, regulatory foresight, and consumer intimacy. The ethics of algorithmic accountability and cybersecurity postures. AI is the agenda in this new landscape; it is not an innovation agenda.

Operational Convergence:
GRC Egypt Magazine



Associate Professor Egypt
Japan university for Science &
Technology

Translating Strategic AI Vision into Institutional Muscle

The true inflection point is the operationalization of AI throughout the banking process, guaranteeing that the executive vision is translated into adaptive, compliant, and scalable systems. Dynamic scoring models that utilize alternative data streams are replacing static heuristics in credit risk and underwriting, thereby facilitating real-time portfolio optimization and hyper-personalized lending. AI-enhanced surveillance systems are revolutionizing the scope and precision of anti-money laundering (AML) and Know Your Customer (KYC) protocols in compliance, thereby substantially decreasing the cost of regulatory adherence. AI copilots, cognitive agents that synthesize sentiment data, portfolio performance,



“AI is no longer an innovation initiative—it’s the institutional backbone of resilience, strategy, and leadership in a digital-first economy.”

and behavioral analytics, are now available to relationship managers. These agents are capable of offering customized client engagement strategies. Concurrently, AI-driven workflow orchestration in internal audit, operations, and treasury is reducing cost-to-income ratios and reducing cycle times. Nevertheless, this transformation necessitates a retooling of institutional DNA, which includes the development of AI fluency across disciplines, the integration of agile data governance, and the establishment of interdisciplinary teams that combine computational intelligence with domain expertise. AI must be institutionalized—technologically, culturally, and strategically—in order for institutions to not only survive but also to lead in a digital-first economy.



Prof. Hebatallah A. Badawy's Words

Board Gender Diversity and sustainability in the MENA region



Professor of Accounting and Auditing
Dean of Faculty of International Business
and Humanities (FIBH)

“Boardroom gender diversity is not just about representation—it’s a catalyst for ethical leadership, sustainable strategy, and inclusive progress in the MENA region. But to unlock its full potential, it must be paired with governance that prioritizes purpose over power.”

Board gender diversity in the MENA region has emerged as a critical factor enhancing corporate sustainability, particularly in light of the growing global emphasis on Environmental, Social, and Governance (ESG) performance. Women presence on corporate boards was proven to contribute positively and significantly to firms’ ESG outcomes. Female directors, often associated with traits such as empathy, social awareness, and ethical sensitivity, play a unique role in enhancing non-financial performance by promoting socially responsible and environmentally conscious decision-making. In the MENA region, where traditional corporate structures have historically been male-dominated, the inclusion of women at the board level not only improves corporate governance but also signals a shift toward more inclusive, progressive, and sustainable business practices.

In cases where majority ownership is concentrated, particularly in family-controlled or dominant shareholder structures, the positive impact of female presence on boards on ESG, especially the social component, may be diluted or even undermined. This suggests that concentrated ownership may act in ways that prioritize private interests over long-term sustainability goals. Therefore, enhancing board gender diversity alone is not sufficient; corporate governance reforms that address ownership structures are equally important. By integrating inclusive leadership with balanced ownership frameworks, firms in the MENA region can not only improve ESG performance but also gain a competitive edge in attracting socially responsible investors and building reputations as forward-thinking, globally aligned businesses.



Peseshet

Hikmat
Abu
Zayd

Mufidah
Abdul
Rahman

Tahani
al-Gebali

Sameera
Moussa

From

Pharaohs to Futurists: Egyptian Women Who Shaped the Nation and Are Now Shaping the Future

Across the vast canvas of Egyptian history, women have never been silent observers—they have been visionaries, builders, and catalysts of transformation. From the temples of Ancient Egypt to the nerve centers of digital governance, Egyptian women have stood as enduring symbols of strength, wisdom, and innovation.

In the golden age of the pharaohs, **Merit Ptah and Peseshet** were not exceptions—they were evidence of a society where women held positions of scientific and intellectual leadership. Merit Ptah is remembered as the first known female physician in recorded history, while Peseshet served as a high-ranking medical official in the Old Kingdom, overseeing women physicians. These pioneers practiced healing and leadership at a time when much of the ancient world denied women even visibility.

Centuries later, that legacy was reignited in new forms. **Hikmat Abu Zayd** shattered barriers as Egypt's first female minister, holding office in the 1960s and becoming a symbol of women in state leadership. In the legal sphere, **Mufidah Abdul Rahman** became Egypt's first woman to practice law before the highest courts, while **Tahani al-Gebali** etched her name in history as the first female judge on Egypt's Supreme Constitutional Court. Their contributions weren't just about breaking glass ceilings—they were about reshaping the very institutions that define justice and equity.

Science, too, has long felt the touch of pioneering Egyptian women. **Sameera Moussa**, a nuclear physicist, broke ground in the atomic age, advocating for peaceful use of nuclear science long before global conversations about ethics in tech became mainstream. Her legacy lives on today in every Egyptian woman leading in STEM.



**Om
Kalthoum**

**Lotfia
el-Nadi**

**Nadia
Makram
Ebeid**

**Manal
Awad
Mikhail**

**Doria
Sharaf
El-Din**

In arts and culture, **Om Kalthoum**—the voice of a nation—used music as a form of cultural diplomacy, unity, and resilience. Her presence extended far beyond performance; she embodied leadership, identity, and the emotional pulse of modern Egypt.

In aviation, **Lotfia el-Nadi** defied gravity and social expectation, becoming the first woman in the Arab world to earn a pilot's license. In doing so, she proved that the sky was never the limit for Egyptian women—it was the next frontier.

In environmental governance, **Nadia Makram Ebeid** became the first Minister of Environment, championing sustainability and ecological justice in both national and regional spheres. Her leadership laid the groundwork for Egypt's emerging green economy and policy innovation.

In modern public life, figures like **Manal Awad Mikhail**, Egypt's first Coptic woman governor, and **Doria Sharaf El-Din**, the country's first female Minister of Information, exemplify the diverse, inclusive face of contemporary Egyptian leadership. Their impact extends from rural development to media policy, shaping the narratives and institutions that will define Egypt's next chapter.

And now, as Egypt strides confidently into the digital era, women are not merely keeping pace—they are setting the course. Whether in fintech, AI, cybersecurity, or e-governance, Egyptian women are leading the transformation. They are software developers, data architects, policy-makers, startup founders—and strategic visionaries behind Egypt's digital infrastructure.

Initiatives like Egypt Vision 2030, the Digital Egypt strategy, and events such as the Techne Summit have spotlighted the role of women in shaping tomorrow's Egypt. These platforms amplify a truth we've always known: inclusion is not a trend—it is the foundation of sustainable progress.

The arc of Egyptian history has always bent toward brilliance—and women have been its compass. From the scrolls of the past to the code of the future, the legacy of Egyptian women is not confined to gender, title, or tradition. It is written in their will, their voice, and their vision.

The future is not male or female. It is purposeful. It is human. And Egyptian women are leading it.

Mai Abdin's Words

The Power of Communication in Internal Audit: Building a Sustainable Impact

In the dynamic world of internal audit, communication has evolved from a soft skill into a vital strategic asset that reinforces effective governance. As internal auditors, their role as communicators has become increasingly significant, bridging technical findings with strategic decision-making.

Throughout my 13 years' experience in Audit, I've always been committed to transforming the audit function from a rigid control function into a genuine business partner. I've always believed this could be achievable simply by adopting proper communication techniques. By embracing active listening and gaining a deep understanding of the business, we can drive outcomes that contribute significantly to overall success.

Acting as trusted advisors to management and the board, internal auditors must convey complex information in clear, actionable insights. This clarity is crucial for cultivating a robust control environment. Effective communication promotes transparency, builds resilience, and fosters a culture of continuous improvement and mutual trust among stakeholders. The way auditors communicate can either make the audit process actionable or create confusion, leaving management overwhelmed. Clear communication ensures that audit findings are



Internal Audit Director
of AXA Egypt

integrated into the broader business strategy.

In today's AI-driven world, data analysis and visualization tools are essential for transforming complex information into digestible formats, enhancing audit reports' impact, and highlighting the role of communication in internal audit.

Since 2023, some organizations started conducting deeper root cause analyses of identified findings, providing clearer insights into necessary actions to mitigate risks rather than just addressing symptoms. This shift illustrates the positive impact of effective communication

and how it supports the business in preventing recurrent risks.

Building on the above, it is essential to recognize the pivotal role **women** have played in the audit profession, not only enhancing diversity but also enriching communication practices. Their emphasis on empathy and relationship-building is crucial for building trust. **Women** have shifted the mindset from compliance-focused approaches to proactive engagement, showcasing their natural ability to influence and collaborate effectively.

This shift is evident in the growing representation of **women** in the audit field, with the percentage of female internal auditors increasing from about 30% in 2013 to approximately 45% in 2023. **Women** in leadership positions are paving the way for open communication channels, fostering greater clarity and transparency, and serving as catalysts for cultural transformation within the audit function. As a result, stakeholder satisfaction and engagement have increased by 20%, due to enhanced communication practices.

Organizations with gender-diverse audit teams are 30% more effective at identifying risks and providing valuable insights compared to their less diverse counterparts. Additionally, companies with **women** in executive roles, including Chief Audit Executives (CAEs), report a 21% increase in profitability relative to industry peers. These figures confirm that

the involvement of women in the audit field has not only enhanced communication and decision-making but has also made significant contributions to organizational **Growth** and **Sustainability**, driving transformative impacts on resilience and ethical standards.

In Light of the above, the IIA Egypt Chapter launched a campaign in May 2025, marking Internal Audit Awareness month by tipping hats to the remarkable women and her contribution to the evolution of the internal audit field.

#SheBelongs

#SheAudits

In conclusion, both *effective* communication and the rising representation of women in auditing are vital in enhancing the profession's value and transforming its perception into that of a strategic partner within organizations. Transforming its perception into that of a strategic partner within organizations.



Beyond Numbers: WOMEN... A Strategic Imperative for Institutions, Investors, and Nations

When the word “women” is mentioned, it often triggers a spectrum of perceptions—ranging from vulnerability, pink clichés, and sentimental expressions, to strength, defiance, reliability, and achievement. These contradictions reflect how society still struggles to define women’s roles beyond inherited stereotypes. I’ve willingly accepted to write this article because, as a firm believer in sustainability, I can say with certainty: no sustainability strategy or goal is truly achievable without the full and firm empowerment of women.

And by empowerment, I don’t mean only mandating education, enforcing minimum representation quotas, or supporting micro-entrepreneurship. While these are valuable entry points, true empowerment requires radical integration, inclusion, and involvement of women across all levels—as a non-negotiable element of the sustainability formula.

This reflection calls to mind the book “*Think Women Without Thinking Pink*”—a title that challenges us to see women not as a segment or symbol, but as a force for systemic, economic, and environmental change.

This article is an invitation to look deeper—beyond rhetoric—and explore global practices that work. It urges us to consider game-changers like specialized funds, blended finance models, and custom-



Chief Communications and Marketing
Officer
Abu Dhabi Commercial Bank - Egypt

Ines Kadri's Words Women as a Mandate in the Sustainability Formula

made financial products that reflect the diverse real needs of women.

Gender as a Cornerstone of Sustainability

The 2030 Agenda for Sustainable Development places gender equality (SDG 5) at the heart of inclusive growth. It’s not just a standalone goal—it’s the multiplier effect for the rest. When women are empowered, we see improvements in education (SDG 4), economic productivity (SDG 8), climate resilience (SDG 13), and institutional integrity (SDG 16).

This isn’t just theory—it’s a fact. Leading ESG and sustainability frameworks like GRI, SASB, ISSB, and SFDR increasingly require gender-related disclosures among social issues, including board and workforce diversity, equality and social impact. As companies race to meet sustainability targets, those ignoring gender will find themselves falling short.

Regardless of frontiers, background or education level, women around the world face structural and behavioral hurdles when going to work such as business environments not adapted to flexible, or remote work patterns, sometime gender biases in decision-making, approval, and growth mentoring and absence of caregiving. As for those doing business, they are challenged by the need for vocational training, adequate basic business knowledge, limited access to collaterals, irregular cash flows or real working capital needs.

When it comes to climate change, women are impacted especially in water-scarce, agricultural, or informal economies. But they are also first responders and innovators in community-based adaptation, clean energy transitions and waste upcycling efforts. Yet they remain overlooked as climate change catalyst.

Beyond the gender stereotyping, what’s often missing is an understanding of women’s real needs to be able to propose the right solutions either educational, logistical or financial.

The international and national momentum

This reality is very well perceived on both the international and national level.

We are witnessing across the globe many initiatives that are transforming the existing models. They de-risk investments, create jobs, and build inclusive economies. Norway’s 40% women board quota and the EU’s Women on

Boards Directive are reshaping corporate governance. In France, la Loi Rixain (Rixain Law) mandates 40% women in executive leadership by 2030. The 2X is a flagship initiative launched at the G7 Summit in 2018 to increase investments to empower women, and it has mobilized over \$16 billion through gender-smart, blended finance across emerging markets. DFIs and private investors across Europe and Canada are creating specialized funds for women-led innovation, climate adaptation, and scalable SMEs.

On the national level, Egypt has made significant progress in recent years. Egypt Vision 2030 promotes female economic participation, policy inclusion, and national leadership. Women represent 49.5% of the population, have increasing participation in the Egyptian labor market and should contribute to a 34% increase in GDP. 18% of Egyptian women are income-generating entrepreneurs and around 23% of businesses are owned by women, mostly in informal sectors. These figures still subject to improvement, are due to many initiatives out of which “Decent Life” targeting around 26 million Egypt Women. The Central Bank of Egypt (CBE) reported that women now account for over 38% of total bank clients. Now, a mandatory minimum of two women on each bank board is now stipulated by law.

Many organizations, financial institutions, DFIs operating in Egypt are actively and constantly striving to offer adequate solutions to empower women. But in a country as big as Egypt, there is always desperate room for

improvements to treat some realities such as collateral constraints, need of cash flow and vocational as well as business training to upscale the

From Tokenism to Mandate: What Institutions Must Do

To embed gender into sustainability strategies, organizations need to go deeper and act smarter.

Sustainability frameworks gender KPIs represent a guide for institutions seeking to make a difference. % women in leadership and governance, gender pay gap reporting, % procurement from women-led businesses, Gendered access to finance data come on top of the priority KPIs. Honest reporting and monitoring the performance progress related to these KPIs is essential for institutions to fulfill a commitment towards gender diversity and equality.

Adopting global frameworks and practices aids institutions who desire to create their own roadmap. Frameworks and practices are numerous and easily adaptable such UN Women’s Empowerment Principles, 2X Criteria for gender-smart investing, Gender Gap Analysis tools and GRI 405 integration.

For financial institutions, customized financial products are an imperative for real impact. Features could englobe financing linked to business lifecycle, flexible repayment, bundled offers with training, mentorship, and digital onboarding. however, packages must be custom-made —not one-size-fits-all banking—for women in agriculture, tech, services, and climate, without pink branding, soft messaging,

or slightly lower rates—but based on real functionality tailored to women’s day-to-day needs.

As for credit scoring, already, sustainable finance scoring systems value social impact and should give more weight for women empowerment projects.

Innovative Action for Real Change

To move forward and upscale women empowerment, innovative solutions should be considered. Blended finance models could combine public, private, and philanthropic capital to de-risk investments in women. Multi-lender consortia (banks, fintechs, DFIs, investors) could be built to serve women-led businesses with diverse needs.

Empowering women must be an integrated value chain—not an isolated initiative. Support women’s business communities and networks for peer learning, market access, and policy advocacy is a growing model with many beneficial outcomes.

Women Are Not a Variable—They Are the Formula

For institutions committed to ESG, SDGs, or national competitiveness, women should be part and parcel of your strategy and not just present.

Empowering women is not about being generous. It’s about being strategic. It’s about building institutions that reflect the society they serve and economies that reflect the potential they hold.

The future of sustainable development is not gender-neutral. It is gender-smart, community-rooted, and powered by purpose

Women's Hidden Talents Are Shaping the Future of IS

Governance, as technology evolves and cyber threats become increasingly complex, Information Systems (IS) Governance and Compliance are more critical than ever. One of the most transformative forces quietly reshaping this landscape is often overlooked: women who leverage their hidden talents “empathy, emotional intelligence, patience, ethical belief, and mentorship” to build stronger, more resilient governance models across IS.

Strength of Refinement: Women's Power in IS Governance

Women in tech leadership bring a distinctive form of capital to the table: Smart Capital — a blend of emotional insight, strategic thinking, and ethical guidance. In the field of IS Governance and Compliance, where frameworks such as COBIT, ISO/IEC 27001, and the NIST Cybersecurity Framework demand not only technical proficiency but also human-centered leadership, these qualities/ Powers are proving transformative.

Egypt's Commitment: Women as Pillars of National Digital Resilience

Egypt's Vision 2030 emphasizes gender equity, sustainability, and inclusive digital transformation. As part of this vision, the government launched the National Council for Women's Digital Empowerment Program, which has trained over 15,000 women in cybersecurity, data governance, and compliance disciplines since 2019.

GRC Egypt Magazine

Nadine Kamal's Words

Silent Power, Strong Systems



Compliance Operations Lead - EG Cluster & AE Cluster countries - AMEA Of ABB

These statistics reflect the tangible influence of inclusive governance policies.

Hidden Talents with Visible Impact

Dr. Hoda Baraka, former First Deputy to the Minister of Communications and Information Technology, exemplifies this impact. She led national digital transformation efforts by balancing risk management with accessibility, and prioritized ethical, inclusive leadership. Her mentorship initiatives have shaped a generation of IS professionals, reinforcing ethical governance from the ground up.

Notably, the Ministry of Communications and Information Technology (MCIT), in collaboration with global platforms like Cisco and IBM, has expanded access to specialized IS certifications for women. This initiative is cultivating a new generation of female leaders with a deep understanding of governance frameworks and cybersecurity.

Abeer Khedr, Head of Cybersecurity at one of the largest Egyptian banks, Abeer championed global standards by embedding a robust ISMS and launching awareness programs. Her workshops on ethical data use and privacy reshaped team dynamics, building trust across departments. By blending emotional intelligence with leadership, she turned compliance from a checklist into a culture of care—where protecting people is central to every security decision.

Impact Metrics and Progress

- 30% of women trained through these programs have transitioned into leadership roles.
- The number of women serving as Chief Information Security Officers (CISOs) or Compliance Managers in Egyptian financial institutions has doubled in the past three years.
- Women-led cybersecurity startups in Egypt have increased by 25%.

Women Driving Ethical Investment and Tech-Governance

With the rise of ESG (Environmental, Social, and Governance) obligations, ethical investment is becoming a foundation of



WHERE SILENT POWER SHAPES SECURE SYSTEMS

responsible governance. Women leaders are blending technical governance with a human-centered approach, influencing how institutions manage data, risk, and accountability. Reem Asaad, Vice President at Cisco Middle East and Africa, champions inclusive tech solutions and governance frameworks. Her advocacy promotes both digital equity and sustainable investment in female tech talent across the MENA region. These leaders are using IS frameworks not just for regulation but to build cultures of transparency and resilience.

Mentorship and Ethical Leadership

Women are excelling not only as executives but also as mentors—a role critical to long-term IS governance success. Programs like “Women in Cybersecurity,” supported by MCIT and the ITU Arab Regional Cybersecurity Centre, enable intergenerational knowledge exchange and bridge academic theory with real-world application. Such mentorship dynamics, grounded in patience, ethical guidance, and adaptive leadership, create compliance cultures that endure beyond regulatory cycles.

Trust as a Currency in IS Governance

In today’s digital economy, trust is one of the most valuable currencies. Women’s ability to build and sustain trust—within teams, across stakeholders, and with regulators—is reshaping governance models to be more resilient and inclusive.

Challenges to Address

- Cultural Barriers: Traditional gender roles may still limit women’s access to senior positions.
- Limited Mentorship: There is a need for more senior female mentors in IS governance.
- Workplace Bias: Implicit biases can undermine women’s influence in decision-making roles.

Opportunities for a Resilient Future

- Policy Makers: Continue developing inclusive strategies that encourage female participation in IS leadership.
- Organizations: Provide targeted training, global exposure, and structured pathways into senior IS roles.
- Educational Institutions: Integrate gender-sensitive curricula and leadership training for women in tech.

Conclusion

The journey toward full gender parity in digital governance is ongoing. By binding existing momentum and drawing from global best practices, women’s hidden talents can become visible forces in shaping ethical, secure, and forward-thinking governance systems.

As Egypt advances toward Vision 2030, its success will depend not only on smart infrastructure or advanced technology but also on human capital—especially the talents of women—to ensure that digital governance is ethical, resilient, and sustainable.

Sources: Based on data from MCIT, NCU, ITU Arab Cybersecurity Centre, UN Women, Cisco Egypt, and IBM Egypt.



She

**Leads Change.
Drives Innovation.
Shapes Tomorrow.**

At GRC Summit Egypt, we do more than believe in women's leadership — we honor it.

Women are not simply participants in the journey of digital transformation — they are its architects. Across governance, risk, compliance, cybersecurity, ESG, and sustainability, women continue to lead with integrity, foresight, and purpose. Their contributions have become a powerful force in shaping systems that are not only resilient, but also ethical, inclusive, and future-focused. Supporting women's empowerment is not a theme we observe — it is a core value we uphold with pride.

Over the years, the Summit has had the distinct privilege of welcoming some of the most visionary women leaders of our time. On keynote stages, in expert panels, technical workshops, and strategic roundtables, these pioneers have challenged conventions, reshaped narratives, and set new standards. Their presence has elevated the dialogue around digital governance and brought forward the depth, intellect, and impact of female leadership in the field.

Women have steered vital conversations — from responsible data use to inclusive compliance, from ethical innovation to sustainable risk frameworks. In ESG and sustainability, they have been instrumental in embedding social justice, environmental responsibility, and long-term value into the fabric of strategic decision-making. Their leadership redefines what it truly means to lead with purpose — and with impact.

Their influence is tangible. From building national digital resilience strategies to launching groundbreaking startups and mentoring the next generation, their imprint is bold and lasting. These are not just moments of contribution — they are legacies in motion. At GRC Summit Egypt, it is both our honor and duty to stand in full support of these women — to walk beside them as allies, advocates, and believers. This is not an act of symbolic inclusion. It is an enduring recognition of excellence, rooted in clarity of vision, lived experience, and

measurable achievement.

Our belief in women's leadership runs through every facet of the Summit's purpose. We are proud to champion their rise by opening doors to critical dialogue, influential networks, and meaningful opportunities. This commitment goes far beyond representation — it reflects our conviction that when women lead with freedom, wisdom, and authenticity, they reshape the very foundation of progress.

Because when women lead in GRC, ESG, and sustainability, they do not merely guide systems — they craft legacies, inspire nations, and design futures worth building.

She rises with purpose, leads with courage, and reshapes the future with every step. At GRC Summit Egypt, her voice sparks innovation, her vision defines tomorrow.



Lilian Magdy's Words

Women Redefining Audit: Leading the Future with Purpose, Power, Progress and Passion

In the evolving landscape of governance, risk, and compliance, one truth becomes increasingly evident: women are not only participating—they are leading the transformation.

As someone who has walked this path for over four decades, including 16 years dedicated to audit and assurance services across Egypt and the UAE, I have witnessed firsthand how women are reshaping the audit profession not just through technical excellence, but by bringing empathy, agility, and resilience into audit committee meetings and beyond.

Audits are often seen as rules, numbers, risks and controls. But women have the unique power to bring color to this story. We challenge the status with emotional intelligence, not just technical. We listen, not just to audit evidence, but to people, to culture, body language to silent risks.

Purpose: A Journey with Commitment

My professional journey began in the heart of Egypt, where I spent seven years at Orange Telecom. It was here that I discovered the strengths and rewards of internal auditing. In 2015, we moved to the UAE was a turning point, bringing with it new opportunities, experiencing new challenges,

GRC Egypt Magazine



Internal Audit Manager
Of Alef Education

diverse industries and the opportunity to work with some of the region's leading auditing firms.

Each phase in this journey taught me something critical not just about internal audit and assurance, but about leadership, communication, and above all, balance. At every career milestone, I was not just building a professional career but also developing a family, facing the same sleepless nights, and working-mother guilt that many of you reading this may know too well.

Power: Leading with Empathy and Impact

Women in audit bring something invaluable to the

table: empathy backed by grit. Especially for working mothers, this duality is a superpower. We know how to multitask under pressure, make decisions with limited information, and manage conflict with calm. We've managed a toddler tantrum before a board presentation.

I recall a defining moment early in my career in Egypt, while working on a complicated audit engagement. The team was overwhelmed with deadlines. Instead of pushing harder, my line manager was a woman, she chose to pause. She invited the team for coffee yes, even during an urgent deliverable and reminded us that we're not just auditors. We're people, guiding other people through change. That project not only turned around successfully, but we built trust that led to long-term advisory engagements. This wasn't just about control; it was about connection.

Today, I carry that lesson with me. I make sure to do the same with my team bringing passion to our hard work, even though the simplest gesture.

Progress: Driving Digital Innovation in Audit

As a woman leading in audit, I have always championed innovation and meaningful transformation. Our profession must continuously develop beyond traditional, manual approaches like Excel-based audits toward smarter, technology-driven solutions. By embracing data analytics, AI tools, and automation through audit and GRC platforms, we

are enhancing the efficiency, accuracy, and overall impact of audit functions. This digital shift is not just about tools; it's about empowering auditors to focus on what truly matters: insights, foresight, and value creation.

Passion: A Message to Every Aspiring Female Auditor

To every young woman starting out in audit, and to every mother juggling audit review with bedtime routines this article is for you. You are not alone. Your challenges are real, and so are your strengths.

You may not always have the loudest voice in the room, but never underestimate the power of consistency, integrity, and compassion.

To those climbing the ladder, that are bold and passion. Say yes to continuous learning, certifications and celebrate success even if small milestones are achieved.

But this journey hasn't been without struggle. There were years when I questioned whether I could keep going or whether I could continue to lead at work without compromising at home. What kept me going wasn't just ambitious it was purpose. Audit is not about ticking boxes; it's about protecting value. And as women, we are inherently wired to protect, to nurture, and to lead with impact. Let us continue to lead not just with intelligence, but with impact.



**Let us shape
tomorrow
one audit at a time.**



We do not inherit resilience—we awaken it. From the sandstone halls of ancient queens to the data-driven chambers of modern leadership, women have always been the architects of order, ethics, and evolution. At GRC Summit Egypt, we do not separate the past from the future—we fuse them. Here, women do not just govern—they reimagine governance itself. With every bold decision, every digital step, and every fearless reform.

**She doesn't just lead
She ignites a new era.**

—GRC Summit Egypt

Eman Elmaraghy's Words

Smart Capital Needs Smart Governance: How Arab Women Are Reframing Value Through Tech-Driven, Ethical Decision-Making



GRC Consultant and Governance
Strategist
Of MDI

In a region shaped by rapid digital transformation, fluctuating markets, and growing social demands, we're seeing a quiet shift in how decisions are made. Across MENA, Arab women leaders are stepping forward with a new kind of compass—one that combines smart capital with smart governance, and impact with integrity.

As someone who has worked with institutions across Egypt and the Gulf, I've witnessed a pattern: real progress isn't just about compliance checklists or high-level investments. It's about how leadership decisions are made—ethically, inclusively, and with a long-term lens.

Capital Alone Isn't Enough— Conscious Capital Is

Today, it's not just about ROI. It's about risk intelligence,

ethics, and the social ripple effects of investment choices. The smartest institutions I've worked with ask questions like:

- Who benefits—and who's left behind—when we fund this?
- Are our AI tools reinforcing bias, or dismantling it?
- Is our governance keeping up with how fast we're innovating or expanding?

These are not just financial questions, they're human ones. And they're increasingly being asked by women who are reshaping boardrooms, government councils, and digital governance teams.

What I've Learned from Women in GRC

Whether designing risk frameworks for digital banks or consulting on national training programs, I've seen how women bring an integrative mindset to GRC. They connect policy with people. They ensure that governance isn't just about restriction, but about protection and purpose. In one Gulf project, I worked with a female-led compliance team that introduced ethical AI reviews into procurement processes. Their approach prioritized fairness and transparency—not as buzzwords, but as guardrails. It worked. The organization didn't just avoid risk but built trust.

Smart Tools, Smarter Questions

Across MENA, Arab women are:

- Embedding ESG indicators

into budgeting decisions

- Using real-time compliance alerts to catch issues before they escalate
- Holding tech vendors accountable to both contracts and values

It's not just about adopting tools. It's about using them to ask better questions—and refusing to separate innovation from responsibility.

Redefining Success in Governance

Success today isn't just measurable in numbers. It's reflected in:

- Cultures that reward ethical leadership
- Frameworks that adapt to AI, cybersecurity, and climate risk
- Boards that make room for younger, more diverse voices

This is the shift toward what I call MACRO GRC—Governance, Risk, and Compliance not just as corporate functions, but as pillars of national resilience.

The Bottom Line

Smart capital means little without the values that guide it.

Arab women across MENA are leading by example—bridging strategy with empathy, and proving that when governance is inclusive, impact becomes sustainable.

Let's continue designing systems that are as smart—and as humans the challenges we face.



Chairman of AFIIA

Ruth Doreen's Words

Women Empowerment: Leadership and Impact in Governance and Audit

In today's rapidly evolving world, the role of women in transformative leadership, governance, and audit has become a cornerstone of progress and equity. As more women ascend to political and/or executive corporate leadership positions, their unique contributions help create more inclusive decision-making processes that reflect the diverse needs of society. Beyond social cause, it is a critical driver of sustainable development, innovation, ethical governance, and fosters an inclusive environment for their continued growth. Here is why I say so;

The Power of Women in Leadership: Women leaders bring unique perspectives, empathy, and collaborative approaches to decision-making. Their ability to balance strategic thinking with emotional intelligence often leads to more inclusive and effective leadership. The BoardRoom Africa Board Diversity Index- Egypt 2024 Report affirmed that increasing women's representation in the workplace has a positive impact on company culture and performance. A diverse and inclusive workforce, regardless of size and industry, generates tangible benefits including increased efficiency, enhanced risk management, faster innovation, and improved employee engagement, amongst other factors. Diverse boards help management spot potential blind spots in a company's strategic plan and drive the discovery of new products and services. In the corporate world, leaders such as Mary Barra of General Motors, and Shirley Machaba of PwC Southern Africa, Dr. Lesedi Letesedi of Botswana Open University are reshaping the landscape by promoting good governance, diversity and inclusion in their organizations. Women have proven to be agents of change, advocating for policies that prioritize education, healthcare, and social equity. Their leadership fosters trust and transparency, creating systems that are more accountable and resilient. For instance, women like Jacinda Ardern and Angela Merkel have demonstrated the power and impact of empathetic, collaborative leadership in New Zealand and Germany. These women have not only led their countries effectively but have also advocated for policies that prioritize societal welfare.

Women's Role in Audit and Accountability: The field of audit has seen a growing influx of talented women who are reshaping the industry. Women auditors bring meticulous attention to detail, ethical rigor, and a commitment to fairness. Their presence in audit committees and boards ensures that diverse perspectives are considered, reducing the risk of oversight and bias. Women auditors play a pivotal role in upholding accountability. They ensure that financial practices align with ethical standards and legal requirements, fostering trust among stakeholders. Their contributions are particularly significant in combating corruption, as they often advocate for transparency and integrity in public and private sectors alike. In governance and internal audit, leaders such as Thokozile Kuwali - The AFIIA Chair, Terry Grafenstine - ThellA Immediate past Chair, Sally-Anne - ThellA Past Chair, Motselisi Molapo - MTN Group Chief Audit Executive, Doreen Rwakatungu-Musiime - Standard Bank Group Chief Audit Executive, Keto-Kayemba - PAFA President, Alta Prinsloo - CEO PAFA, Tracie Marquardt - Inspiring Women in Audit, Dr. Zelia Njeza - World Vision International and myself (yours truly the Immediate Past AFIIA Chair) are reshaping the landscape by promoting internal audit and accountancy across the globe.

In my recent interview with the CEO East Africa Magazine, I emphasised that the mere fact that we have different genders naturally comes with some differences in how we approach things – including how we make decisions. Typically, though not always, you'll find that men are more inclined to take risks or make bold decisions. On the other hand, women often approach decisions with both

the mind and the heart. There's that nurturing, maternal instinct that considers not just the outcome but the impact – on people, on stakeholders, on communities. It's not that men don't think this way, too, but women tend to bring a deeper, more holistic lens to decision-making.

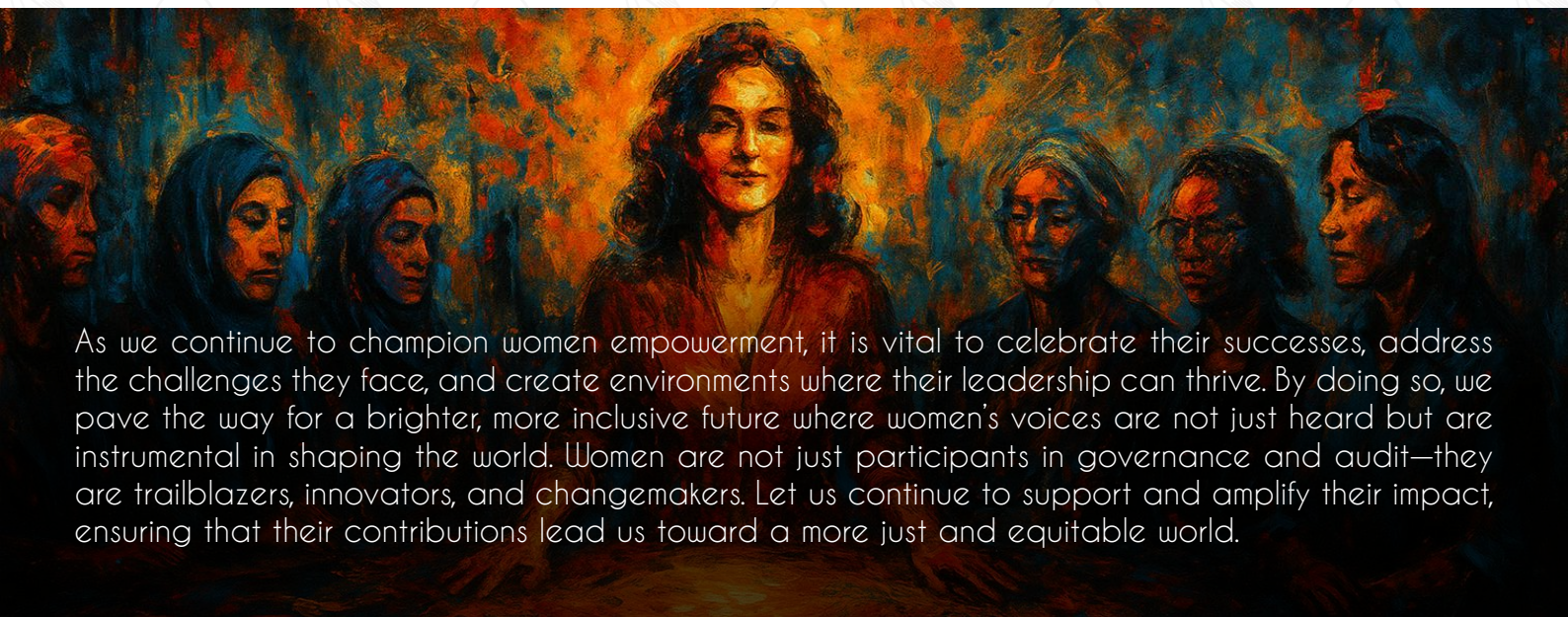
In the career journey, there are real dynamics that women face – not good or bad, just part of life. Being a mother naturally calls for dedicated time and attention to her child, balancing the demands of work, family, and other responsibilities. So yes, a woman might slow down, take a break, or even step back a little – not because she's less capable, but because life demands it. That's the reality of conflicting priorities. But here's what I've learned: roles don't know gender. A Chief Finance Officer or Chief Audit Executive role doesn't care if you're male or female – it just needs to be executed with excellence. The job needs to be done, and the outcomes must be delivered. If you don't deliver, you're out – because the stakeholders on the other end are looking for results: profitability, social impact, efficiency, and accountability in the public sector. None of these have a gender tag.

It's helpful to acknowledge the dynamics around women but not let them define or limit them. And more importantly, as leaders, how do we create environments where women can thrive despite these dynamics? Forward-thinking HR policies introducing things like nursing rooms or office daycare are not a luxury but a strategic move enabling women to give their best at work, give higher productivity, more focus, and more fulfilled. It's the same with maternity leave, flexible working, or skills development – when we design for the full human experience, we unlock greater performance.

This all ties back to leadership: a human being comes into the workplace as a whole person. You're not just hiring someone's technical skills – you're engaging their personality, their background, their responsibilities, their dreams. And when you ease the pain points around them, they give you their very best.

Gender diversity brings the beauty and strength with it. I've been fortunate to be mentored by men. They've championed, challenged, and created space for me to grow. So, it's not about excluding men or glorifying women – it's about focusing on value and contribution. Still, we must remain conscious of our differences and actively manage them – as leaders, as organisations, and as human beings.

Empowering women in governance and audit has a ripple effect that extends far beyond individual achievements. It inspires future generations of women to pursue leadership roles, creating a cycle of empowerment and progress - it strengthens institutions, fosters innovation, and promotes ethical practices, ultimately contributing to a more equitable and prosperous society. I advise future generation of women leaders to start their journey toward empowerment and leadership now. Embrace education, seek mentorship, build networks and confidence, participate actively in discussions surrounding women's excellence, support other women, and volunteer when opportunities present themselves better still, create the opportunities.



As we continue to champion women empowerment, it is vital to celebrate their successes, address the challenges they face, and create environments where their leadership can thrive. By doing so, we pave the way for a brighter, more inclusive future where women's voices are not just heard but are instrumental in shaping the world. Women are not just participants in governance and audit—they are trailblazers, innovators, and changemakers. Let us continue to support and amplify their impact, ensuring that their contributions lead us toward a more just and equitable world.

Reham Fares's Words

Empowering Change: How Women-Led HR is Redefining Governance and Culture in the Modern Era

In today's dynamic business environment, Human Resources is no longer confined to administrative functions. It has transformed into a driving force of cultural transformation, strategic alignment, and ethical governance. At the heart of this evolution are the women of HR—visionaries who champion inclusivity, elevate purpose-driven leadership, and create organizations where values are not just written, but lived.

Defining Modern Governance Through a Gender-Lens of Integrity and Impact

Modern governance is built upon transparency, accountability, and ethical leadership. It's about more than compliance—it's about cultivating trust and fostering a workplace where every voice matters. Women leaders in HR bring empathy, collaboration, and a multidimensional perspective to governance, enabling organizations to move beyond structure toward meaningful societal impact.

Women at the Helm: The Strategic Role of HR in Governance

HR is a cornerstone of ethical transformation. Women professionals in HR are leading the charge in designing policies that prioritize equity, diversity, and inclusion (DEI)—principles that are central to modern governance. Their work ensures that organizations are



Head of Employee Relations
Abu Dhabi Commercial Bank - Egypt

not only compliant, but also courageous in standing for fairness and justice.

- **Cultural Alignment with Purpose:**

HR, often powered by strong female leadership, crafts cultures rooted in integrity, respect, and shared responsibility. Through hiring, mentoring, and performance strategies, they embed these values into the DNA of the organization, creating workplaces where women thrive and lead by example.

- **Compliance with Compassion:**

Empowered HR teams ensure ethical standards are upheld not just by enforcing rules, but by building understanding.

Through training, audits, and open reporting channels, they foster a safe, ethical culture—one where integrity is guided by empathy.

- **Leadership that Reflects Tomorrow:**

Today's most impactful leaders are those who lead with empathy and vision—traits women naturally bring to the forefront. HR develops these trailblazers, equipping them to navigate complexity, uphold values, and build trust across diverse teams.

- **Employee Engagement as Empowerment:**

HR connects people's personal values to organizational missions. When women are engaged and aligned with purpose, they don't just participate—they innovate, inspire, and lead transformation from within.

- **Learning as Liberation:**

Training programs shaped by women in HR don't just upskill—they awaken. These initiatives empower individuals to own their role in the cultural fabric of the organization, reinforcing a shared vision of equity and progress.

Personal Culture as the Pulse of Governance

Personal culture—our individual beliefs, values, and behaviors—shapes how governance principles come to life daily. When women are empowered to bring their authentic selves

to work, they become catalysts of integrity, driving decisions with heart and conviction.

- **Accountability with Empathy:**

Women in leadership often champion cultures that balance accountability with support. This combination



“She doesn’t just support change,
SHE LEADS IT.”

Through her lens,
governance becomes
empathy,
Culture becomes purpose,
**AND EVERY WOMAN
BECOMES A CATALYST
FOR TRANSFORMATION.”**

encourages ownership while nurturing trust—a powerful formula for sustained governance.

- **Diversity that Delivers:**

Inclusive HR practices elevate diverse voices—especially women’s—and ensure that decision-making reflects the world we serve. This diversity strengthens governance by enriching perspectives and driving fairer, wiser outcomes.

- **Growth as a Shared Journey:**

Empowered HR leaders design development journeys that uplift every employee, especially women seeking to rise. They create paths where learning fuels leadership and where each step forward is a collective win.

- **Collaboration with Community:**

Personal culture also shapes how organizations engage with stakeholders. Women-driven cultures prioritize relationships, empathy, and mutual growth—essential ingredients for building trust beyond the boardroom.

- **Adaptability as Power:**

In times of change, cultures rooted in resilience—often shaped by women’s unique adaptability—are best equipped to lead. HR nurtures this mindset, ensuring organizations remain agile, human-centric, and future-ready.

Challenges with Opportunities

The journey toward integrated HR-governance cultures is not without its challenges. Resistance to change, the

complexity of measuring culture, and navigating diverse global norms all require bold, inclusive leadership—something women continue to embody.

- **Managing Resistance with Inclusion:**

Cultural shifts may face pushback, but HR—especially when led by empowered women—can communicate change as a shared opportunity, not a mandate.

- **Measuring What Matters:**

Culture is nuanced, but tools grounded in empathy and inclusivity can effectively assess alignment and impact.

- **Global Diversity as a Strength:**

Women in global HR roles understand the delicate balance between standardization and local nuance, fostering unity through diversity.

The Future is Feminine—and Fearless

As governance frameworks evolve, it is increasingly clear: women in HR are not just supporting change—they are leading it. By strategically connecting personal culture to organizational purpose, they are building institutions where resilience, integrity, and vision thrive.

In this new era, empowered HR isn’t just about policy—it’s about purpose. It’s about shaping cultures where every woman can lead, every voice is heard, and every organization rises with integrity. Together, we’re not just rewriting the rules of governance—we’re reimagining them, through her lens.



She Is



She's Arch





s Not Just Adapting



hitecting The Future



A woman with long dark hair, wearing a blue and gold patterned Egyptian dress and a headband, stands in the center. The background is a dark, digital cityscape with glowing blue and gold lines, binary code (0s and 1s), and architectural structures. The overall mood is futuristic and empowering.

She leads with vision. She builds with purpose.

And where she stands, the future transforms.
Because empowered women don't adapt to
change — they become the force that drives it.

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