



HUMAN CAPITAL *in* ISLAMIC FINANCE

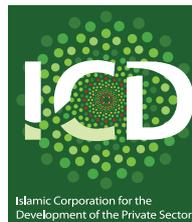
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25th APRIL 2016

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FEEDBACK FORM

Please spare a minute to provide valuable feedback.

1. Overall Evaluation

- Pre-event contact
- Venue & facilities
- Overall evaluation of the event
- Overall evaluation of the speakers

Excellent	Good	Average	Poor
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2. Which Sessions Were of Interest to You?

- Developing Leadership in the Islamic Banking Sector
- Presentation: Hiring Trends, Human Capital Initiatives
- Onstage Discourse between Human Resources (HR) Practitioners and Academia

Excellent	Good	Average	Poor
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3. Speakers Evaluation

Developing Leadership in the Islamic Banking Sector

- **Ashar Nazim** — EY (Moderator)
- **Abdulla Mohammed Al Awar** — DIEDC
- **Dr Mohd Daud Bakar** — Amanie Group, Malaysia
- **Rehan Shaikh** — Standard Chartered Saadiq, the UAE
- **Samir Mardini** — Korn Ferry Hay Group
- **Tirad Mahmoud** — Abu Dhabi Islamic Bank

Excellent	Good	Average	Poor
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Presentation: Hiring Trends, Human Capital Initiatives

- **Dr Hatim El-Tahir** — Deloitte & Touche, Bahrain

Excellent	Good	Average	Poor
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Onstage Discourse between Human Resources (HR) Practitioners and Academia

- **Nyra Mahmood** — Simply Sharia Human Capital, the UK (Moderator)
- **Dr Abdel Aziz Mustafa** — ICD
- **Dr Celia de Anca** — IE Business School
- **Khairul Nizam** — Finance Accreditation Agency
- **Suhail Tarraf** — Tanfeeth

Excellent	Good	Average	Poor
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Would you be interested in attending next year's Human Capital Forum?

Yes No

Would you be interested to subscribe IFN Weekly?

Yes No

Would you be interested in attending training courses in Dubai

Yes No

What would you like to see covered in future events?

What can we, as organisers, do to improve this event for the future?

Please provide a testimonial about this forum

Submitted by:

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Thank you and we wish you a pleasant return journey. See you next year!

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INTRODUCTION

Welcome to the inaugural Human Capital in Islamic Finance Forum, one of the most anticipated industry events that brings together practitioners and academicians to discuss an issue that is certainly a major concern for the wider industry, and especially close to the hearts of long-term Islamic finance practitioners. The growth of Islamic finance over the years has naturally demanded for a large number of talents that would undoubtedly be able to serve the industry's needs. The reality of the situation, however, is that the supply of candidates with the right set of skills in the Shariah compliant finance side is severely lacking.

It is estimated that the industry would require approximately 50,000 Islamic finance professionals in the next few years to maintain the progress of the global Islamic finance sector, underlining the acute shortage of talents faced by the ever-expanding industry. A survey conducted by the Finance Accreditation Agency (FAA) and Islamic Finance *news* (IFN) showed that 80% of the respondents agreed that the talent pool in the Islamic finance industry is insufficient to meet the growing needs of the market. In this regard, the need to build solid linkages between industry players and educational institutions in order to serve the global Islamic finance markets effectively is stronger than ever, and this can only be achieved by enhanced strategic partnerships and collaborations among relevant stakeholders.

The supply and demand mismatch of talents is attributed partly due to existing candidates not having the appropriate skill sets to function in a globally evolving landscape, with the ability to grasp Shariah principles a matter of concern, given the occasionally overlapping knowledge with the conventional sector. As such, various stakeholders from across the discipline, such as banks, consulting firms, regulatory bodies, universities, as well as cross-border institutions will need to leverage on each other's expertise to mold a well-refined generation of Islamic finance practitioners that would set the course of the industry for years to come, consistent with Shariah principles.

Moreover, the internationalization of the Islamic finance industry is most certainly poised to contribute greater than ever to the mobilization and allocation of resources across borders, and this very much calls into attention the need for world-class human capital development. Highly skilled Islamic finance professionals, therefore, are urgently needed and the industry is not short of creative approaches to bring forth such an outcome.

We are therefore very pleased to be part of the organizing committee, together with our partner, the Islamic Corporation for the Development of the Private Sector, in bringing you the Human Capital in Islamic Finance Forum. Key players and prominent market observers at the forum are set to offer invaluable insights regarding the human capital needs of the industry.

We would also like to take this opportunity to express our gratitude to the main sponsors of this event, FAA and the IE Business School, for their kind support, and we look forward to having a productive and fruitful forum with all participants.

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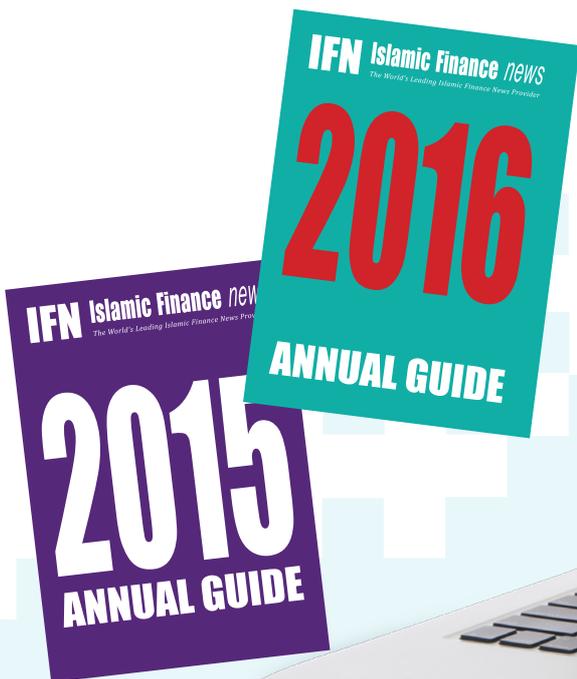


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WELCOME NOTE

Dear Delegates,

I am delighted to welcome you all to this momentous occasion, the very first forum on human capital in Islamic finance. Indeed, we aspire to hold this forum on an annual basis as the subject of human capital development in the Islamic finance industry is of the utmost importance when it comes to ensuring the long-term sustainability of the global Islamic finance industry.

As a development finance institution, the Islamic Corporation for the Development of the Private Sector (ICD) focuses on promoting economic growth in its member countries through the development of the private sector. What makes the ICD unique in the development finance arena is that it does so under Islamic finance principles. While it is widely recognized that Islamic finance has gained a lot of momentum in the past few decades, one can see that as a result of the fast growth of the industry, there is a pressing and crucial need to fill the growing gap in demand for human capital. Clearly, developing well-trained and educated professionals in Islamic finance will be a key determinant in the long-term success of the Islamic finance model.

The ICD has since long recognized this need and has taken a number of initiatives to draw the attention of policymakers and industry players on this important subject. Hence, in 2011, the ICD started an in-house Islamic Finance Talent Development Program (IFTDP). This maiden program aims at supplying the Islamic finance industry with a pipeline of professionals who possess not only a solid practical understanding of Islamic finance principles but also outstanding leadership skills to take the industry forward. To further enhance the IFTDP program, the ICD has more recently developed a Master in Islamic Finance and Leadership program in conjunction with the IE Business School in Spain. The Master of Science program is the key component of Islamic finance learning under the IFTDP program.

Earlier this year, the ICD embarked on a new initiative to develop human capital in Islamic finance, particularly across the West Africa region, by establishing an Islamic finance academy in Senegal. In this connection, the ICD has signed an agreement with the African Center for Advanced Management Studies and the Paris-Dauphine University for the implementation of an academic program in respect of Islamic finance in West Africa.

The Human Capital in Islamic Finance Forum organized today is a further demonstration of the ICD's aspirations and seriousness in promoting human capital development in the Islamic finance industry. This first-of-its-kind forum is aspired to bring the best minds in the Islamic Finance industry to discuss and provide solutions to issues faced by the industry with regards to human capital. In addition, this forum provides an excellent platform for multi stakeholders in the industry such as Islamic finance professionals, human resources professionals and academia, to meet and exchange ideas.

I wish you all fruitful discussions in the inaugural Human Capital in Islamic Finance Forum 2016.

Best wishes,

Khaled Al Aboodi

CEO,

Islamic Corporation for the Development of the Private Sector

AGENDA

09:00 - 09:15	Welcome Remarks Khaled Al Aboodi — CEO, Islamic Corporation for the Development of the Private Sector (ICD)
09:15 - 09:30	Keynote Address Sayed Aqa — Vice President, Cooperation and Capacity Development, IDB Group

Panel Session: Developing Leadership in the Islamic Banking Sector

09:30 - 10:15	The Islamic finance industry faces a unique dilemma – familiar faces. The industry's top talent tend to be poached by the competition in a landscape where growth is far outpacing the availability of talent to match the requirements of C-level positions. How will we, as an industry, overcome the current dearth in strong leadership? What is needed to nurture and grow mid-level managers to become industry leaders? And more importantly, can the industry stay on a growth trajectory without fresh chiefs?
Moderator	Ashar Nazim — Partner, Global Islamic Banking Center, EY
Panelists	Abdulla Mohammed Al Awar — CEO, Dubai Islamic Economy Development Centre (DIEDC) Dr Mohd Daud Bakar — Founder and Group Chairman, Amanie Group, Malaysia Rehan Shaikh — CEO, Standard Chartered Saadiq, the UAE Tirad Mahmoud — CEO, Abu Dhabi Islamic Bank (ADIB)
10:15 - 10:45	Coffee & Networking
10:45 - 11:05	Presentation: Hiring Trends, Human Capital Initiatives Dr Hatim El-Tahir — Director, Islamic Finance Group and Islamic Finance Knowledge Center Leader, Deloitte & Touche, Bahrain

Panel Session: Onstage Discourse between Human Resources (HR) Practitioners and Academia

11:05 - 11:50	Many of today's successful Islamic bankers embarked on a route far removed from their fields of study. Islamic investment bankers, for example, often have a background in law but no real grounding in the area of Islamic finance. We ask HR practitioners and academic providers how this disconnect can be addressed: <ul style="list-style-type: none"> • Are Islamic finance graduate programs adequately preparing young professionals for the industry? • How are curriculums being designed to meet the needs of the market? • What are HR practitioners looking for when recruiting young executives? What will be expected of them from day one? • How do current industry professional standards support the new generation of bankers and what needs to change? Will professional qualifications become mandatory for Islamic bankers?
Moderator	Nyra Mahmood — Director, Simply Sharia Human Capital, the UK
Panelists	Dr Abdel Aziz Mustafa — Advisor to the CEO, Islamic Corporation for the Development of the Private Sector (ICD) Dr Celia de Anca — Director, Saudi-Spanish Center for Islamic Economics and Finance, IE Business School Khairul Nizam — COO, Finance Accreditation Agency Suhail Tarraf — CEO, Tanfeeth

AGENDA

11:50 - 12:20	IFTDP Graduation Ceremony The Islamic Finance Talent Development Program (IFTDP) is a two-year program designed for mid-career professionals and the only human capital development program for Islamic finance so far in the industry that offers on-the-job assignments and academic qualifications. The graduation ceremony is to commemorate the completion of the two-year program for IFTDP Cohort III.
12:20 - 14:00	Networking Luncheon

The ICD Human Capital Roundtable: Current State, Issues and Challenges to Islamic Finance Human Capital Development

14:00 - 16:00	This two-hour closed-door session will be attended by representatives of Islamic banks, government bodies, academics and HR managers of leading companies. Participants will look at the key issues on how to unlock the human capital potential for competent capacity-building in Islamic finance, with the aim of providing open and free-flowing discussions exploring the core ideas in a wider context of human capital development, identifying potential stumbling blocks and challenges, while examining how best to garner opportunities and create collaborations across the industry.
Participants	Dr Abdel Aziz Mustafa — Advisor to the CEO, Islamic Corporation for the Development of the Private Sector (ICD) Ashar Nazim — Partner, Global Islamic Banking Center, EY Dr Celia de Anca — Director, Saudi-Spanish Centre for Islamic Economics & Finance, IE Business School Dr Hatim El-Tahir — Director, Islamic Finance Group & Islamic Finance Knowledge Center Leader, Deloitte & Touche, Bahrain Khairul Nizam — COO, Finance Accreditation Agency Khaled Al Aboodi — CEO, Islamic Corporation for the Development of the Private Sector (ICD) Dr Mohd Daud Bakar — Founder and Group Chairman, Amanie Group, Malaysia Nyra Mahmood — Director, Simply Sharia Human Capital, the UK Rehan M Shaikh — CEO, Standard Chartered Saadiq, the UAE Sulaiman Sultan — Acting Director of Corporate Support, Islamic Corporation for the Development of the Private Sector (ICD)

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Khaled Al Aboodi — *CEO, Islamic Corporation for the Development of the Private Sector (ICD)*



Khaled Al Aboodi joined the IDB Group in November 2001 as the deputy director-general of the Islamic Corporation for the Development of the Private Sector (ICD), the private sector arm of IDB. Khaled has been holding the position of CEO of the ICD since 2007 until now.

Khaled has over 20 years of experience serving toward the development of the finance industry in the Middle East and the US. He started his tenure with the Ministry of Finance and National Economy of Saudi Arabia in 1982 as an economic researcher; served as the director of the Environment Unit, and as the acting director of the International Financial Institutions Department. In 1995, he moved to Washington, DC to serve as the assistant to the Saudi executive director of the World Bank, and was later appointed as the alternate executive director for Saudi Arabia of the World Bank Board until 2000. Later in 2000, he joined the Saudi Public Investment Fund (Ministry of Finance) as a senior economist where he was in charge of several privatization operations.

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Sayed Aqa — *Vice President, Cooperation and Capacity Development, IDB Group*



Sayed Aqa was appointed a vice-president of the IDB on the 25th May 2015. As a vice-president of cooperation and capacity development, he is responsible for managing the Departments of Cooperation and Integration, Capacity Development, Special Assistance, and Trust Funds.

An engineer by education with a Master's degree in business administration, he has been engaged in humanitarian and development work at senior levels for the past 27 years. He worked with a number of NGOs prior to joining the United Nations (UN). Sayed is also the founder of two NGOs in Afghanistan.

Sayed played a leading role in the International Campaign to Ban Landmines (ICBL). As a member of the Steering Committee of the ICBL, Sayed represented the ICBL in the award ceremony of the 1997 Nobel Peace prize that was awarded to them.

Sayed has worked at the offices of heads of states and ministers in many countries around the world dealing with complex sustainable human development, conflict and post-conflict developmental challenges. His extensive travel in several countries equipped him with practical field, cultural and diplomatic skills. During his tenure at the UN, both at the headquarters and in the field, Sayed had managed projects in 32 conflict and post-conflict countries in five continents. In 2006, he was appointed by the UN secretary-general as the UN Resident Coordinator and Representative in Bahrain. He then led UNDP operations in Sudan. Most recently, Sayed served as the UN resident coordinator and UNDP resident representative to the UAE, covering the UAE, Qatar and Oman. He has managed UNDP programs in the areas of good governance, poverty reduction, energy and environment, women empowerment and institutional capacity development including parliamentary development.

Sayed Aqa has also served as an advisor to a number of international and inter-governmental organizations, including the European Union, the Peace Research Institute of Oslo and various UN agencies in the field of humanitarian and development cooperation.

Panel Session: Developing Leadership in the Islamic Banking Sector

The Islamic finance industry faces a unique dilemma — familiar faces. The industry's top talent tend to be poached by the competition in a landscape where growth is far outpacing the availability of talent to match the requirements of C-level positions. How will we, as an industry, overcome the current dearth in strong leadership? What is needed to nurture and grow mid-level managers to become industry leaders? And more importantly, can the industry stay on a growth trajectory without fresh chiefs?

Moderator:

Ashar Nazim — *Partner, Global Islamic Banking Center, EY*



Ashar Nazim is a partner at EY and leads the Global Islamic Banking Center of Excellence. Ashar has 19 years of experience working with the Islamic finance industry including in a regulatory capacity with the Central Bank of Bahrain. He has advised a number of central banks on regulatory frameworks, worked with multilateral institutions on industry infrastructure initiatives, led the setting up of several greenfield Islamic financial institutions, advised on conversion of conventional banks to Islamic and assisted financial institutions in transforming operational performance.

Ashar specializes in performance improvement competency with an emphasis on strategic direction, operational transformation and customer agenda. He is engaged in a number of strategic initiatives across Europe, Middle East, Asia Pacific and Africa, advising the board and senior management of clients on Islamic financial services matters. He is a regular speaker at influential industry forums,

facilitates client strategy sessions and has directed several thought leadership research on Islamic banking, Takaful and the wealth management business.

Panelist:

Abdulla Mohammed Al Awar — *CEO, Dubai Islamic Economy Development Centre (DIEDC)*



Abdulla Mohammed Al Awar is CEO of Dubai Islamic Economy Development Center (DIEDC). In this capacity, he oversees the center's work and collaborates closely with DIEDC's multiple stakeholders to implement the 'Dubai: Capital of Islamic Economy' strategy. Prior to his current role, Abdulla was CEO of Dubai International Financial Center (DIFC) from 2009 to 2012.

Abdulla has served as a member of committees and boards of several organizations in Dubai including the Economic Committee of the Executive Council of Dubai, Dubai Free Zones Council, Bourse Dubai and the Investment Committee of the Emirates NBD Real Estate Fund.

Abdulla holds a Bachelor of Science degree in business administration from the University of Colorado, Boulder in the US and he is also a graduate of the Mohammed Bin Rashid Program for Leadership Development, an executive education program conducted in affiliation with Cranfield University in the UK, IMD and INSEAD.

Panelists:

Dr Mohd Daud Bakar — *Founder and Group Chairman, Amanie Group, Malaysia*



Dr Mohd Daud Bakar is the founder and executive chairman of Amanie Group that deals with many facets of global Islamic finance from Shariah advisory to structured training to media and to big data analytics. Amanie Advisors, one of the companies under the group, has a presence in 10 major cities in the world. He currently sits as the chairman of the Shariah Advisory Council at Bank Negara Malaysia, Securities Commission Malaysia, Labuan Financial Services Authority and International Islamic Liquidity Management Corporation. He is also a Shariah board member of various financial institutions, including the National Bank of Oman (Oman), Noor Islamic Bank (Dubai), Amundi Asset Management (France), Morgan Stanley (Dubai), Bank of London and Middle East (London), BNP Paribas (Bahrain), Dow Jones Islamic Market Index (New York) and First Gulf Bank (UAE), among many others.

Prior to this, Dr Mohd Daud was the deputy vice-chancellor at the International Islamic University Malaysia. He received his first degree in Shariah from the University of Kuwait in 1988 and obtained his PhD from the University of St Andrews in the UK in 1993. In 2002, he completed his external Bachelor of Jurisprudence degree at Universiti Malaya.

Under Dr Mohd Daud's leadership, Amanie Advisors has received the 'Islamic Economy Knowledge Infrastructure' award at the Global Islamic Economy Summit 2015. Dr Mohd Daud himself has been honored with 'The Asset Triple A Industry Leadership Award' at the Asset Triple A Islamic Finance Awards 2014 by The Asset magazine and been named as the 'Most Outstanding Individual', awarded by the King of Malaysia in conjunction with the national-level Prophet Muhammad's birthday celebrations in 2014.

Dr Mohd Daud has published a number of articles in various academic journals and made many presentations in various conferences both locally and overseas. He has just published his first book titled 'Shariah Minds in Islamic Finance: An Inside Story of A Shariah Scholar'. He is currently the third professorial chairholder in Islamic banking and finance established by Tun Ismail Foundation by the Islamic Science University of Malaysia.

Rehan Shaikh — *CEO, Standard Chartered Saadiq, the UAE*



Rehan M Shaikh is CEO of Standard Chartered Saadiq, the global Islamic banking business of Standard Chartered Bank.

Rehan has over 30 years of banking and management experience, re-joining from Dubai Islamic Bank, where he was the senior vice-president and a business head. In his earlier career with Standard Chartered Pakistan from 1998 to 2006, he held a number of roles including head of corporate banking and head of client relationships.

Rehan is responsible for driving the growth of Standard Chartered's Islamic banking business across its core markets, supporting the bank's new strategy in creating a focused and more profitable bank. Rehan holds a Bachelor's degree in business administration from the US.

Standard Chartered Saadiq offers clients a wide suite of product capabilities and award-winning solutions across the corporate, commercial and retail spectrum. Since inception, the business has won over 200 internationally recognized industry awards.

Panelist:

Tirad Mahmoud — *CEO, Abu Dhabi Islamic Bank (ADIB)*



Tirad Al-Mahmoud is Group CEO of Abu Dhabi Islamic Bank (ADIB), the world's fourth-largest Islamic bank by assets. With over 30 years of experience in banking and finance, Tirad is a prominent voice in the global debate on ethical banking, advocating a 'back to basics' approach that puts client interests and a transparent and honest service culture at the heart of the banking industry.

Tirad joined ADIB in 2008, leading the bank as it successfully navigated the global financial crisis. ADIB is now the third-largest retail bank in the UAE with 88 branches locally and a presence in Egypt, Qatar, Saudi Arabia, the UK, Sudan and Iraq.

Prior to joining ADIB, Tirad was the general manager and head of corporate and investment banking at Samba Financial Group (formerly Saudi American Bank) based in Riyadh, Saudi Arabia, from 2004 to 2007. He previously held various leadership positions during his 22 years with Citigroup, including stints as CEO of Citibank Romania and Slovakia. He was also the regional credit director for Citibank North Africa and a division head at Saudi American Bank.

Hiring Trends, Human Capital Initiatives

Dr Hatim El-Tahir — *Director, Islamic Finance Group and Islamic Finance Knowledge Center Leader, Deloitte & Touche, Bahrain*



Hatim Tahir is a director in the financial services practice of Deloitte and Touche (Middle East), and leads the Islamic Finance Knowledge Center, an industry think tank working with clients and industry stakeholders to promote best practices through thought leadership programs and industry collaborative initiatives.

With over 20 years of business and finance experience, Hatim was able to work with many institutions in several jurisdictions across the globe to serve clients and exchange Islamic finance knowledge and skills. He held key leadership roles designing Islamic finance strategies and delivering projects in the Middle East, Europe, Central America, Central and South Asia. His recently accomplished engagements included strategy development, Shariah governance and regulatory compliance, and industry research in Islamic capital markets.

Prior to working for Deloitte, Hatim worked for NASDAQ Dubai in a senior role, and led the exchange's investors' and members' education function – working with international financial institutions regulated by the DFSA – to develop their Islamic financial knowledge and other DIFC rules and regulations.

Hatim has authored numerous articles and chapters in books including for Harvard University and Wiley. He is also a regular contributor to industry talks and comments in industry issues in CNBC Arabia, Bloomberg, Forbes ME and other broadcast outlets. Hatim regularly participates in industry consultative meetings and working groups and is a member of the Board of Trustees of AAOIFI.

Hatim earned his PhD in business management from the University of London and was a research associate at the London School of Economics between the years 1995-2000. He is currently a visiting research Fellow at the ICMA Center, Henley Business School, University of Reading and a Fellow of the Chartered Institute for Securities & Investment in the UK.

Panel Session: Onstage Discourse between Human Resources (HR) Practitioners and Academia

Many of today's successful Islamic bankers embarked on a route far removed from their fields of study. Islamic investment bankers, for example, often have a background in law but no real grounding in the area of Islamic finance. We ask HR practitioners and academic providers how this disconnect can be addressed:

- *Are Islamic finance graduate programs adequately preparing young professionals for the industry?*
- *How are curriculums being designed to meet the needs of the market?*
- *What are HR practitioners looking for when recruiting young executives? What will be expected of them from day one?*
- *How do current industry professional standards support the new generation of bankers and what needs to change? Will professional qualifications become mandatory for Islamic bankers?*

Moderator:

Nyra Mahmood — *Director, Simply Sharia Human Capital, the UK*



Nyra Mahmood is the managing director of Simply Sharia Human Capital (SSHC). She is responsible for the overall management and performance of SSHC, including business development and marketing. She has been instrumental in building and creating the UK's first recruitment and knowledge portal for SSHC, overseeing design, content and strategy.

During Nyra's time at SSHC, she steered commercial awareness including new business development, generating long-term training partnerships with global organizations, being pro-active in the UK Islamic finance space and establishing a digital presence for SSHC.

Nyra has also initiated the creation of two Islamic finance reports: 'The Human Capital Challenge 2013' and 'Shaping the Future 2015', both of which were successfully presented and launched at the World Islamic Economic Forum 2013 and the World Islamic Banking Conference 2015 in Bahrain, respectively. The 'Shaping the Future 2015' report also unveiled 'Eight Talent Development Goals' in 2015 – to help build a more productive, nimble and innovative Islamic finance for the future.

Nyra received a Bachelor of Arts (Hons) degree in politics and government and political history at London Metropolitan University and had a successful career in national newspapers in London and Los Angeles. She is also the co-founder of marketing and communications firm, Eudaimonia Communications. She has completed the globally-recognized benchmark Islamic Finance Qualification.

Panelists:

Dr Abdel Aziz Mustafa — *Advisor to the CEO, Islamic Corporation for the Development of the Private Sector (ICD)*



Dr Abdelaziz Mustafa Mohamed has over 40 years of effective, international and varied experience as a senior executive, consultant, trainer, and human resources manager. His experience includes serving in the following positions of acting CEO and acting COO of the Islamic Corporation for the Development of the Private Sector and director of the Human Capital Development Department and advisor of human resources and knowledge management, both in the IDB. Dr Abdelaziz also held senior positions at the University of Pittsburgh in the US, Gulf Investment Corporation in Kuwait and the Kuwait National Petroleum Company.

Dr Abdelaziz's achievements include strategy development, structure review and reorganization, writing, developing and implementing human resources management (HRM) policies and designing and implementing training programs and workshops in areas such as self-development for managers, excellence in human resources management, introducing and managing organizational change, developing young executives, performance management and general HRM.

Dr AbdelAziz has a Bachelor of Arts degree from the University of Khartoum and also holds a Master's degree in public administration and a PhD in international and development education from the University of Pittsburgh in Pennsylvania, US.

Dr Celia de Anca — *Director, Saudi-Spanish Center for Islamic Economics and Finance, IE Business School*



Dr Celia de Anca is currently the director of the Center for Diversity in Global Management at IE Business School. She was previously the director of corporate programs at the Euro-Arab Management School in Granada. She has also worked for the Fundación Cooperación Internacional y Promoción Ibero-América Europa and at the International Division of Banco de Santander. She has a Master's degree from the Fletcher School of Law and Diplomacy (Boston), and from the Universidad Politécnica de Madrid. She holds a degree and PhD from the Universidad Autónoma de Madrid, with a comparative thesis on Islamic, ethical/ecological investment funds and on the London market.

She is the author of 'Beyond Tribalism' (Palgrave Macmillan, 2012) and the co-author of 'Managing Diversity in the Global Organization' (Macmillan, 2007). She had articles published in specialized journals, in addition to regular articles in the press. She was an external advisor of Merrill Lynch's Diversity and Inclusion Council up to 2009 and is a member of the Ethics Committee of InverCaixa's Ethics Fund in Spain and a member of the International Scientific Committee of the University Euromed in Marseille, France.

Dr Celia is also a member of the Executive Committee at IE Business School and has received the award of 'Women executive of the year 2008' by the Business Women Association of Madrid. Dr Celia is fluent in Spanish, English, French and Arabic and was included in the 2013 list of the top 50 global management thinkers.

Panelists:

Khairul Nizam — *COO, Finance Accreditation Agency*



Khairul Nizam started working with the Finance Accreditation Agency (FAA) as its COO in early 2016. He was previously the deputy secretary-general of AAOIFI – the international organization responsible for the development and issuance of standards on Shariah, accounting, auditing, ethics and governance for the global Islamic finance industry. Khairul served over 10 years with AAOIFI in Manama, Bahrain.

Prior to AAOIFI, Khairul was with Malaysia's largest financial services group for over 10 years, and was the head of Islamic banking in the group's offshore banking arm. He also served in various areas of the group's operations, including corporate banking, auditing and international banking. Khairul graduated from the University of Nottingham in the UK with a Bachelor of Arts in economics and is a certified Islamic professional accountant.

Khairul's over 20 years of international experience and in-depth understanding of the global Islamic and conventional finance industry makes him an asset to FAA as it extends its reach and broadens its offerings to support talent and human capital development for the international finance industry.

Suhail Tarraf — *CEO, Tanfeeth*

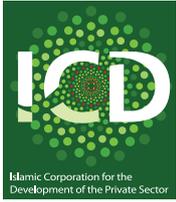


Suhail Tarraf is a proven UAE leader with an unwavering commitment to putting his people first. His long-term goal is to enhance the UAE's leadership pipeline by expanding the range of training, development and capability-building programs offered. Suhail also wants to ensure that Tanfeeth's success is underpinned by a transparent, open and results-driven organizational culture.

Suhail previously spent 10 years in senior leadership positions at Emirates NBD; the leading banking group in the GCC. Suhail's last role at Emirates NBD was as the general manager of human resources (HR). He was credited as one of the pioneers of the 2007 merger between Emirates Bank and the National Bank of Dubai to form Emirates NBD. He was part of a highly complex HR integration for over 8,000 employees, and helped forge a uniform culture and set of values to support the new organization's capability to attract and develop exceptional talent.

Suhail is a frequent speaker at leading regional and international conferences for the BPO, financial services and HR sectors. He holds a Bachelor's degree in business administration from the American University of Dubai, an MBA from International University in the UAE and has completed an extensive range of leadership courses including Finance for Leaders (INSEAD, Singapore), the Duke Leadership Program (Duke University), Certificate in Strategic Innovation and Leadership (Hult International Business School), HR Executive Program (University of Michigan) and General Management Program (Harvard Business School).

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The ICD has an authorized capital of US\$4 billion. Currently, the shareholders of the ICD are the IDB (50%), 52 Islamic countries (30%) and five public financial institutions (20%).

The ICD fosters sustainable economic growth in its 52 member countries by financing private sector investment, mobilizing capital in the international financial markets, and providing advisory services to business and governments. The ICD financing projects are selected on the basis of their contribution to economic development taking into consideration factors such as job creation, Islamic finance development, contribution to exports, etc. The ICD also provides advisory services to governments and private sector groups on policies designed to encourage the establishment, expansion and modernization of private enterprises, on the development of capital markets, on best management practices and to enhance the role of the market economy. The ICD operates to complement the activities of the IDB in member countries and also that of national financial institutions.

In 2015, Fitch rated the ICD 'AA/F1+' with a stable outlook. In 2015, Moody's assigned an 'Aa3/P-1' rating to the ICD with a stable outlook.

More information can be obtained from the following contact details:

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Fax: (966-12) 644 4427

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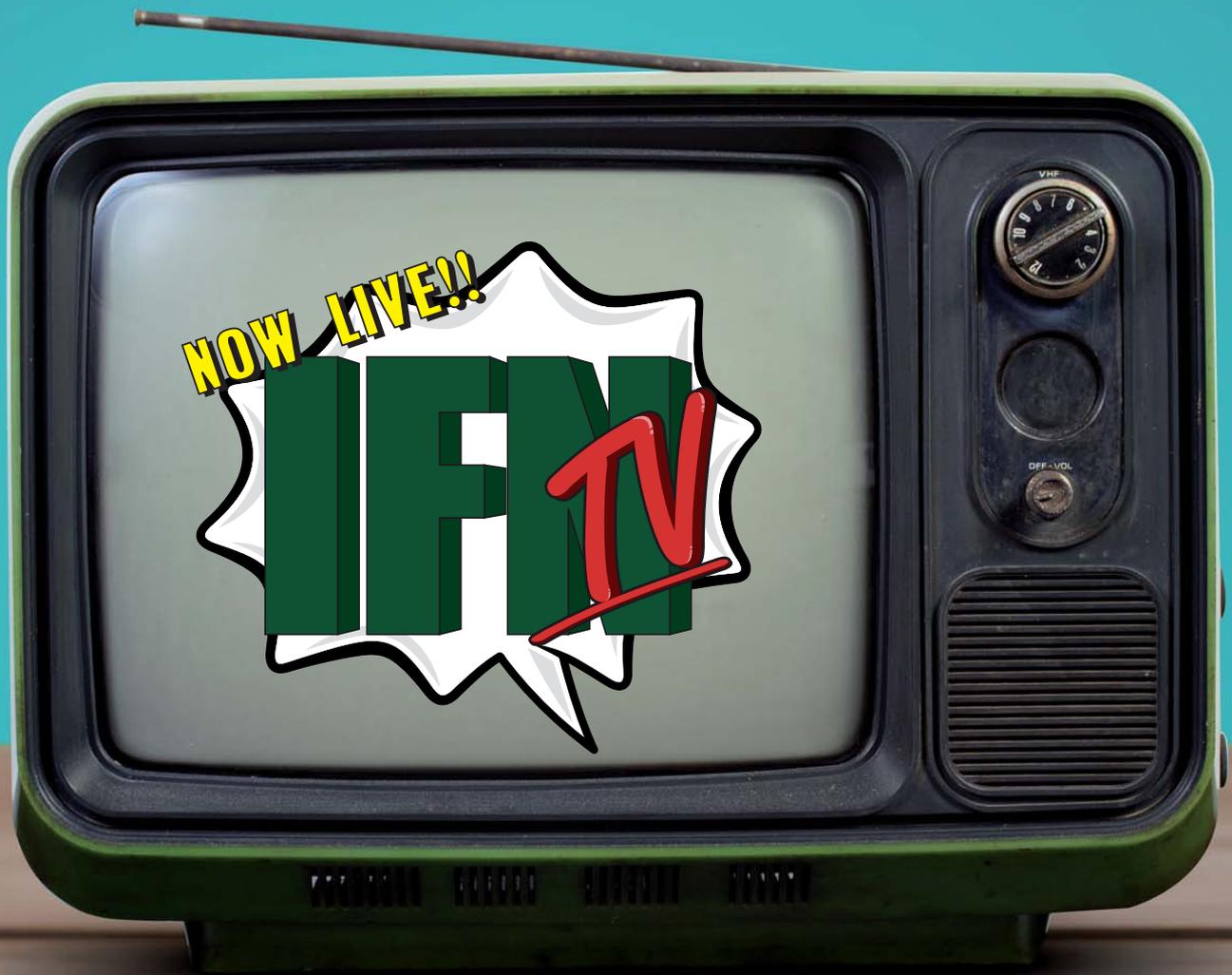


The Finance Accreditation Agency (FAA) is responsible for raising the standards and quality of professional learning and development in the financial services industry. As an advocate for the highest quality in internationally benchmarked standards for learning programs, FAA aims to create highly skilled and internationally mobile professionals for the global financial services industry.

FAA is an independent quality assurance and accreditation body supported by Bank Negara Malaysia (Central Bank of Malaysia) and Securities Commission Malaysia. The process of quality assurance practiced by FAA is underpinned by the FAA Technical Committee which comprises a world-class panel of experts and practitioners from the financial services industry and leading academics.

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Launched in November 2006, Business Islamica is the first monthly magazine of its kind in the UAE, specifically covering all aspects of Islamic business and finance, both regionally and internationally.

The magazine's objective is to spearhead awareness initiatives, heighten knowledge of its core principles and practices, as well as to feature the latest developments in this industry.

Our editorial covers interviews with key industry leaders, case studies, and includes features on a wide range of topics such as; Islamic Banking, Wealth Management, Takaful (Islamic Insurance), Islamic Retail Finance, Marketing and Branding of Shari'ah-Compliant products, Regulatory Issues, Islamic Business Challenges and Risk Management.



Capital Business Magazine is a B2B English monthly publication focusing on business best practices and is a publication accredited by the Dubai International Financial Centre (DIFC). It enjoys a sizable footprint in the Middle East on the strength of feature articles contributed by certified financial and

business experts, as well as coverage of a broad spectrum of topics including banking, IT, oil & gas, real estate and construction, human capital, risk management, corporate finance and cash management, corporate governance, investments, IPOs, tools of trade and more.

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