

Al Masar

The Path Towards Human Capital Excellence

The Talent Landscape Before, During and After the Dubai World 2020 Expo



With Dubai gearing up to host the world-class event and achieving expected boost towards economic growth, including job creation and provision of opportunities for its national and expatriate population, this single event will have an exponential, multiplier effect on the entire region. One of the major implications will be on HR and talent trends leading up to the Expo. This unique and ground-breaking report provides an in-depth account of the human capital priorities and actions for the public and private sector in the UAE from 2014 up to 2020 and beyond.

USHERING IN A NEW ERA

The Dubai 2020 Expo has led to a renewed sense of elation, excitement and optimism for the UAE and indeed for the rest of the region. This single event will change the course of history for Dubai and the UAE.

More critically, the Expo couldn't have come at a better time. Over the next decade, the UAE's population is expected to be at its peak, resulting in the most rapid growth of young people as a proportion of the population in recorded human history. It is perfect synchronicity. This unprecedented demographic wave coincides perfectly with hosting this historical event, providing endless possibilities for its citizens and leaving a lasting legacy for future generations. The nation has all the ingredients in place to reap this demographic dividend.

The Expo will be game-changing in the ongoing development of the UAE and symbolise the beginning of a new era. It will be the driving force in shifting the direction of the nation in its stated aim to transition from an economy dependent on its natural resources, to one led by its human resources - a vibrant, knowledge-based, creative economy.

The Expo will therefore have a much longer-term impact for changing mindsets, shaping job-creation, innovation and accelerating the broader economic future of the nation for at least the rest of the twenty-first century, if not beyond. From a HR perspective, it will demand a more professional and consistent approach to our people strategy and policies. The legacy would not be an easy one to create and sustain, and hence, not one to be taken for granted. Over the next 6 years – Dubai and indeed the rest of the region would be the focus of growing global

scrutiny and international media interest. Hence, in the spirit of the Expo, both public and private sector employers would need to be ready to innovate, be open to change and to strengthen our HR frameworks by creating progressive people practices and supporting labour reform. A strong government- regulated labour representation and resolution framework could also go a long way to protect our human capital.

A key opportunity would be to identify innovative practices to attract and retain Emiratis to the private sector, where the growth in employment opportunities associated with the Expo will mostly occur. This will necessitate closer partnerships between the public and private sector. We will also witness the on-going contribution of expatriates to support the preparation for the Expo - people practice would need to evolve to be more inclusive and engaging for all talent pools, Emiratis and non-Emiratis.

We can expect UAE to become the region's and indeed the world's, laboratory for labour market reform over the next 6 years and beyond. Compared to other large world events, such as the Olympics or the World Cup, the Expo will clearly have a more sustained impact, with cultural and commercial events and conferences stretching across most of the year in 2020 versus lasting a few weeks or months. The Expo provides an opportunity to enhance and accelerate the current strengths of Dubai as a multi-cultural hub, with a progressive and expansive workforce. With a young, growing and increasingly well-educated Emirati talent pool, especially amongst females, this productive potential should be fully released and celebrated as a core theme of the Expo.

A WHOLE NEW WORLD OF POSSIBILITY

How the World Expo will Benefit the UAE's Labour Markets?

Broadly, at a national level, over the next 6 years, the Expo provides a compelling opportunity for policy-makers to transform the competitiveness and participation of Emirati nationals into the future economic engine of growth and stability. This event provides the impetus and incentive for greater representation of national talent within the private sector and in encouraging entrepreneurial ventures. This would be a huge opportunity to diversify the concentration of nationals in the public sector.

Employers in the government and private sector are of course impacted by the factors influencing supply, demand and the cost of talent. Key issues would be to continue to attract, engage, develop and retain talent, focusing on performance and productivity. It is expected that the Dubai Expo will also create a ripple effect for the rest of the region, providing possible opportunities to other GCC nationals to seek employment and develop themselves personally and professionally, and also for the wider Arab region.

Finally, all of us, as individuals living and working in Dubai will be impacted by our own standards of living, where we live, how we get to work, where our kids go to school, how this growth spurt would impact living costs, whether we would find new jobs etc.

All of these aspects will be influenced either directly or indirectly by the Expo.

Summarising Some of the Tangible Human Capital Benefits as a Result of the Expo:

Along with the expected economic impetus and the focus on revamping Dubai's infrastructure, the Expo promises a wide array of quantifiable and intangible benefits, truly transforming the host city to usher in a new era.

Tangible Benefits:

Job Creation: A recent report by Standard Chartered estimates that close to 300,000 additional jobs could be created by 2020, with over 25 to 30 million people expected to visit Dubai during the Expo. 90% of the job opportunities would be created from 2018 to 2021, with most of the jobs available in the travel and tourism sector. Various other sources also claim that this could result in a multiplier effect of over 1 million new opportunities for employment. This figure doesn't imply employment or jobs in the traditional sense of direct, full-time employment, but rather may include opportunities for internships, traineeships, apprenticeships, part-time, contract working, consulting and advisory services.

New career options for our Emirati youth: Careers in retail, hospitality, event management, media and advertising, real estate, the arts and publishing etc. will look increasingly promising and exciting. As a result, this may also help elevate the status and acceptability of vocational education as an alternate route. This should also spur an increased interest in entrepreneurship and the initiation of more SME's.

The Expo would also facilitate the on-going increase in the representation and inclusion of women, especially in the private sector. The bid was led by H.E. Reem Al Hashemi, the Minister of State and Managing Director of the Dubai World Expo 2020 Bid Committee. And one of the milestones in the time leading up to the bid was the stirring speech delivered by H.R.H. Princess Haya Bint Al Hussein. With higher average levels of educational attainment, greater availability and better workplace skills, more females will choose to join the formal workplace.

Intangible Benefits:

The Expo will also create a much longer lasting legacy for future generations, much beyond 2020. Some of the intangible benefits as a result of this great world event are potentially even more pervasive and far-reaching. It will further strengthen the sense of national pride and belonging, which is so core to the DNA of the Emirati people. It will also play a significant role in uniting people and celebrating the cultural diversity that Dubai is renowned for. The Expo is also expected to spread general happiness and the 'feel-good' factor. Finally and endearingly, the Expo is expected to inspire and motivate the younger generation, leaving a strong legacy and creating a better future in a more globally connected world.

If the history of past Expo equivalents is anything to go by, particularly the recent Shanghai Expo in 2010, this event is all about signaling the arrival of the host city onto the world stage.

London hosted the First Expo – The Great Exhibition in 1851

The Expo was created in response to the demand for stronger economic links between nations in face of the free trade policy. A special commission headed by Prince Albert designated the famous Hyde Park as the exposition site and a competition for the best project for the building to house the exhibits. More than 250 projects were submitted and the preference was given to the project of Joseph Paxton, later called the Crystal Palace.

It is reported that the London Expo had approx. 6,039,195 visitors (total population of England and Wales at that time was 11.2 million). It is estimated that the Great Exhibition made a profit of £186,000 equivalent to approx. £400 million in today's terms and it's major legacy was heralding and celebrating the UK's economic dominance, along with the world – famous Natural History, Science and Victoria and Albert Museums in central London.

The Exposition Universelle of 1889 was a World's Fair held in Paris, France in 1889.

It was held during the year of the 100th anniversary of the storming of the Bastille. The main symbol of the Fair was the Eiffel Tower, which served as the entrance arch to the Fair. It is reported that over 32,250,297 people visited this "Exposition".

One of the most famous Expo's was held recently in Shanghai in 2010

The theme of the Expo was '*Better City – Better Life*' and it signified Shanghai's new status in the 21st century as the next great world city.

The Shanghai Expo had over 70 million visitors, a record attendance, though many of the visitors were from China itself. It is estimated that 246 countries and international organisations participated in the event. The Shanghai Expo is reported as the most expensive Expo in the history of the world's fairs, but was profitable (US\$157 million) due to record high attendance.

Critically, various sources report that the Expo created more between 350,000 – 500,00 job opportunities, both part time and full time in the lead up to the Expo. However, it is difficult to gauge how many of these led to permanent employment.

KEY GROWTH SECTORS

The Impact on Talent Attraction and Retention

Top 5 Sectors that will Grow Significantly as a Direct Impact of the Expo



Hospitality, including the MICE Industry (Meetings, Incentives, Conferences and Exhibitions)



Transportation and Logistics



Real Estate and Infrastructure



Retail



Banking and Financial Services

Source: Research by The Talent Enterprise, The Future of Work and Impact of World Expo 2020

Along with the sectors expected to be directly impacted by the World 2020 Expo, we also predict a growth in entrepreneurial businesses, creation of more SME's as well as other sectors such as broader travel and tourism industry, the arts, publishing, media and telecom.

Top 10 Hot Skills that will be in High Demand in Preparation for the Expo 2020 For National Talent as well As Expatriates



Source: Research by The Talent Enterprise, The Future of Work and Impact of World Expo 2020

TOP 10 ATTRIBUTES

That will be Critical for Your Employees

Employers would need to actively recruit for & develop these strengths

Top 10 Mindset and Key Attributes

1. Preparedness and Confidence
2. Accountability and Focus on Execution
3. Multi-tasking and Dealing with Complexity
4. Resilience and Change Management
5. Innovation and Creativity
6. Decision-Making and Handling Ambiguity
7. Ability to See 'Big Picture'
8. Sense of Conviction, Managing Paradoxes and Balancing Opposing Points of View
9. Learning Agility and Openness to Feedback
10. Drive, Passion and Willingness to go the Extra Mile

Top 10 Interpersonal Strengths and Global Orientation

1. Relationship Building - With Customer and Stakeholders
2. Collaboration and High Performance Teamwork
3. Active Listening
4. Ability to Effectively Express Point of View
5. Authentic Leadership
6. Cultural Sensitivity and Embracing Diversity and Inclusion
7. Knowledge of Global Trends and Markets
8. Knowledge of Multiple Languages
9. Ethics and Values
10. Humility

In conclusion, the competition for talent will intensify, especially in the industries directly impacted by the Expo. Paradoxically, most of these industries are not currently considered top-of-mind options for Emirati nationals in particular, leading to a renewed dependence on expatriates. However, by 2020, we expect this trend to shift significantly, drastically increasing the representation of Emirati nationals in these emerging and dynamic sectors. In the lead up to the Expo – the private sector will need to be pro-active, and work along with the public sector to make itself more attractive to Emirati nationals. And Emirati nationals, especially the younger generation, would need to demonstrate interest, motivation and drive to consider careers within these sectors.

ROLE OF THE PUBLIC SECTOR IN PROMOTING HUMAN CAPITAL DEVELOPMENT

Although sectors such as hospitality, retail, transportation and real-estate are being showcased as the key growth sectors, and rightly so, the public sector will continue to play a primary role in the preparation and successful hosting of the World Expo.

Collectively, the public sector is the largest employer in the UAE. The government is committed to increasing the overall competitiveness, performance and productivity of the public sector, and this would be a significant differentiator for the UAE as compared to the rest of the region, and indeed the world. Excellence, efficiency and service orientation are critical priorities for the government and we will expect to witness an on-going, positive transformation in the public sector to better serve its citizens and residents.

The Federal Authority for Government Human Resources (FAHR) is playing a crucial role in this regard, by supporting the creation of unified and integrated human resources systems and practices as well as legislations and policies. FAHR's focus is to be innovative in driving change and improvement to fulfill the

expectations and ambitions of the UAE Vision 2021, the Federal Government Strategy, and the National Agenda for the next seven years.

Further, though the theme of public private partnerships (PPP) has been discussed for a long-time, we expect to see a renewed focus between both stakeholders in the lead up to the Expo. This would be essential to build more sustainable strategies and to achieve the overall Vision. A key focus for the government sector would be to provide opportunities for capacity building and skill development, especially for Emirati nationals, and a partnership-based approach between the public and private sector will be highly instructive.

The Ministry of Labour, FAHR and other stakeholders would continue to work on labour law reform and in possibly announcing progressive regulatory conditions. Emiratisation councils, such as Tanmia would also continue to support national talent to find employment and build long-lasting successful careers.

ROLE OF THE EDUCATION SECTOR

The World Expo 2020 has opened up a host of possibilities for job creation, employment and reaffirming the nation's position in strengthening its focus on a knowledge-based, innovation-led economy. Realising and maximising any of these opportunities would not be possible without the on-going support and transformation in the education sector.

In particular:

In addition to encouraging national talent to pursue graduate academic tracks, vocational education and work-based skill development could be perceived as more acceptable, and in fact 'cooler' and more 'in demand' by the younger generation. Setting up blended learning methods and qualification-based training programs would become increasingly attractive, and necessary, in preparation for the World Expo, for key jobs, such as those in retail and hospitality for instance.

Another focus area would be to systematically encourage the younger generation (right from high school onwards) to take

up traineeships, internships and apprenticeship programs to gain basic knowledge and experience of the world of work. The experience gained during these assignments would help motivate and prepare youth to volunteer or take up flexible employment during the Expo, providing them with valuable work experience from participating in the delivery of such a major world event. In fact, forward thinking universities and educational institutions may consider being flexible with students to take an accredited gap year in 2020, to participate more fully in the Expo.

Finally, stakeholders within the education sector will need to align more closely with employers to focus on employability, to support work readiness, build a positive mindset and develop strengths amongst future generations, such as resilience, optimism, teamwork, efficacy and confidence. Employers will increasingly seek to hire and develop these attributes as a direct and practical means to support sustained increases in productivity amongst UAE nationals and expatriates in preparation for the Expo.

AL MASAR: THE PATH TOWARDS ACHIEVING HR EXCELLENCE TILL 2020

Preparing for the Expo will be a very challenging but exciting time for HR professionals in the UAE.

Public sector HR policies, practices and frameworks will need to change in order to be more futuristic and efficient in the lead up to the Expo. There will be need for continued synergy and the adoption of collective approach across the government, however, with the necessary flexibility and agility that may be required in order to step up the game in preparation for the Expo. Being the largest workforce in the UAE, the dominant themes would be to focus on the increased performance, productivity and engagement of Emirati nationals, ensuring that there is a realisation of opportunities and possibilities for all citizens.

On the other hand, private sector employers would need to significantly differentiate themselves to build a competitive advantage in attracting and retaining Emirati talent, but also talent from all over the world. In the year's leading up to the Expo, the labour markets would get increasingly tight, adding additional pressures in terms of ensuring costs of talent are kept under check, and organisations can ramp up its people capacity and capability at the right time to ride the growth wave.

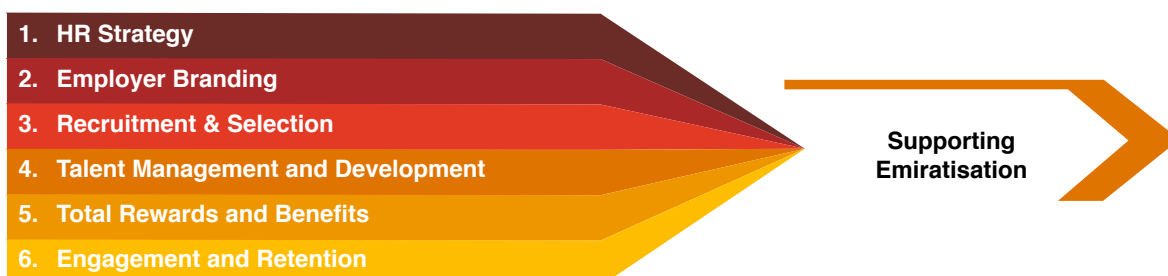
Both sectors, will therefore, usher in a new area of change.

This section highlights our recommendations and suggestions towards preparing, planning and delivering your HR strategy before, during and after the Expo. These guiding principles and pathways would be applicable to organisations irrespective of whether it is public or private sector, small or large, local or multinational and so on.

Although it is expected that significant focus would be placed on selection and recruitment, in order to be able to deliver the best Expo ever as an announcement of the arrival of Dubai on the list of global cities, we strongly believe that each of the elements of the HR lifecycle would be necessary to deliver on a holistic strategy and achieve expected results.

An increasing focus will be on hiring the 'right' talent, which can sustain productivity over the period of preparation for the Expo and beyond. The risks of hiring the wrong talent and equally critically, losing key talent, will increase as delivery deadlines loom closer.

PRIORITY AREAS FOR HR FROM 2014 TO 2020 AND BEYOND



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	2014 – 2015	2016 – 2017	2017 - 2020
HR Strategy	Pro-actively inquire, discuss and conceptualise what could be the potential impact of the Expo on your people and talent practices.	Creation and identification of key HR metrics to achieve organisational and business goals, and manage costs. Adoption of technology and social media within and outside the organisation.	Being agile and innovative during the final few years leading up to the Expo. need to balance being planned and prepared, with making quick and last minute decisions.
Employer Branding	Does your formal or informal employer brand reflect your organisation – is it unique enough and does it adequately describe your culture and work environment? Does it appeal to different demographics – youth and females (who would be a major part of your future talent pool)? Is it inclusive for your entire workforce? Re-assess and re-define your brand.	Delivery of your employer brand to your key target demographics – Emirati nationals, youth, females, talent from outside the region etc.	Flawless execution of the employer brand, focusing on visibility, and a dual emphasis on attracting talent from outside, but also delivering the internal brand promise to motivate and retain current employees.
Recruitment and Selection	Workforce planning - understanding where your future hiring would be concentrated, what would be the skills and roles most in demand? Ensuring that your recruitment processes are transparent, efficient and scalable. Using relevant psychometrics as part of your recruitment and selection process.	Mapping the market to ascertain talent availability and cost of talent. Significant ramp up in hiring. Managing escalating costs would be key. Creating more innovative hiring strategies and broadening your potential candidate pool, including active engagement and partnership with universities and educational institutes would be crucial with an extremely competitive labour market.	Continue to hire top talent from outside, but also focus on growing from within, to provide step-up opportunities for existing employees. Using innovative and relevant assessments and psychometrics to hire the 'right' talent versus focusing on numbers. Being creative and flexible in terms of possible employment, such as part-time working, traineeships, etc.
Talent Management and Talent Development	Identify and design key skills, attributes and strengths that are required in the lead up to the Expo. Move beyond simplistic competency models to identify 'hot skills', focus on strengths, mindset and attitudes along with technical attributes. Ensure that a robust performance management system is in place. Start to build talent segmentation processes to differentiate your high potential talent pool.	Focus on strengthening entire talent pipeline. The increased impact of managers and supervisors would be crucial upto and during the Expo. Put together succession plans in place and manage key person risk, as one may witness higher attrition and even internal movements, especially for top talent within your organisations. Design and deliver qualification based vocational and skill based programs, based on what is most necessary for your organisation.	Role and visibility of leadership absolutely crucial to inspire workforce and lead change efforts. High potential talent should be front and centre of executing your organisations plans during the Expo. Emphasise longer terms plans and career paths after the Expo. Ramp up your employee recognition programs to acknowledge 'above' and 'beyond' behaviour and actions.
Total Rewards, Policies and Benefits	Review key policies and benefits, such as housing allowance, transportation and children's education in light of expected inflation in the market. Propose plan for more flexible benefits, instead of having a one-size-fits-all approach, even in the public sector. Focus on creating more positive and progressive policies and benefits for your blue collar workforce in particular – ensuring their welfare, health and safety.	Move towards a total rewards philosophy, emphasising the entire employment experience and career paths after the Expo, in addition to pay (which will remain an important factor). Implement more innovative and flexible work arrangement. Design and launch long term incentives (with 3 to 4 years vesting cycles) to retain top talent during and after Expo.	Keep on-trend with regards to market conditions, be agile and flexible, while managing costs. Build in premiums for key roles and hot skills. Manage costs via flexible work arrangements, such as part-time working, traineeships etc. Retain compensation positioning in market.

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Engagement and Retention	<p>Assess and evaluate employee engagement, but be mindful of standard, generic engagement surveys that typically only focus on satisfaction with key HR drivers.</p>	<p>Continue to focus on engagement and use talent analytics to build in predictive modelling to understand aspects such as attrition risk, what differentiates your highly engaged employees from others and so on.</p> <p>Instead of having exit interviews, pro-actively schedule 'save' conversations with those most at risk of leaving, your key talent etc.</p>	<p>Engagement and retention would be crucial during the final year of the Expo.</p> <p>Ensure direct visibility from the senior-most leaders and business leaders.</p> <p>Communicate, communicate, communicate!</p> <p>Celebrate achievements!</p>
Emiratisation	<p>Create a defined and planned strategy towards Emiratisation (Version 2.0) based on hiring the 'right' talent, understanding their strengths to place them in the right jobs.</p> <p>Focus on younger Emiratis, and the female workforce.</p>	<p>Engage and retain existing Emirati talent pool by providing step-up opportunities.</p> <p>Encourage more active mentorship and coaching.</p> <p>Be genuine and appeal to the sense of purpose and belonging that Emirati nationals have in preparation for the Expo.</p>	<p>Continue to focus on Emiratisation up to 2020 and much beyond.</p> <p>Position your Emirati talent as the face of your organisations, as cultural ambassadors hosting and welcoming visitors from all over the world in 2020.</p>

The road ahead is exciting and full of possibility. The destination is clear. We are fortunate to be part of a nation that believes in building a better future for the younger generation and as human capital professionals, we have a crucial role to play in enabling this future. Our collective priorities and actions will significantly impact the full realisation of possibilities and opportunities for UAE's workplaces and workforce.

THE VIEW FROM 2021

Can the peak of economic activity and private sector employment be sustained beyond 2020, or will the World Expo represent a fleeting high watermark for Dubai?

Experience elsewhere suggests that whilst new infrastructure, conference and cultural facilities provide a physical monument to the event, the psychological and cultural legacy is more pervasive in the long-term impact on the talent landscape.

A sense of national pride in having delivered a major world event and welcomed and hosted hundreds of thousands of business, scientific and cultural leaders, along with global political leaders will be a source of national pride for generations to come. Moreover, the Expo's focus on promoting private sector employment, innovation, well-being and the greater inclusion of women and young people in business and society in general will also be likely to prove an iconic watershed for Dubai well beyond 2020.

The recently released 2021 Vision for the United Arab Emirates aims to promote the nation as one of the best countries by 2021. This is an extremely inspiring and inclusive Vision that all its citizens and residents can collectively strive for.

In conclusion, to date, the impact analysis and preparation priorities for Expo 2020 have focused on building the physical infrastructure required for delivery. Building the human capital infrastructure is arguably more important for the long-term, continued development of the UAE. Implementing policies and approaches to talent management to address all of these aspects could be the World 2020 Expo's greatest legacy for Dubai and the UAE for the rest of the 21st century.

DUBAI 2021

United in Responsibility

Confident and socially responsible Emiratis
Cohesive and prosperous families
Strong and active communities
Vibrant culture

United in Destiny

Upholding the legacy of the nations founding fathers
Safe and secure nation
Enhanced international standing

United in Knowledge

Harness full potential of human capital
Sustainable and diversified economy
Knowledge based and highly productive economy

United in Prosperity

First rate education
Well rounded lifestyles
Well preserved natural environment

The Federal Authority of Government Human Resources



الهيئة الاتحادية للموارد البشرية الحكومية
Federal Authority For Government Human Resources

FAHR was established as per Federal Decree Law # 11 for the year 2008 regarding Human Resources issued by His Highness Shaikh Khalifa Bin Zayed Al Nahyan, President of the UAE. The Authority is authorised with the powers and general responsibilities related to management of Human Resources of Ministries and Federal Authorities subject to this Decree through a Decree law to formulate 'a promising future starting point in the field of Development of Human Resources in the Ministries and Federal Government Authorities'. In particular the Authority is assuming studying and giving proposals of policies and legislation related to Human Resources at the Government level and assisting Ministries to carry out correct execution of the legislation related to Human Resources .

Informa

IR Middle East, an Informa business, has recently celebrated 20 years in the region and is the leading provider of high quality conferences and public and in-company training.

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The Talent Enterprise



The Talent Enterprise is the region's leading 'think' and 'do' tank dedicated to the elevation of human capital in the region. We advise our clients on their most critical employability, nationalisation, assessment, talent management, leadership development, employee engagement and performance opportunities. Our approach to human capital is fresh, evidence-led, innovative and practical. Our clients include policy-makers, public and private sector employers as well as educational institutions seeking to get the best out of their people and organisations.

AUTHOR BIOGRAPHIES

David Jones

David is the Managing Director of The Talent Enterprise, the region's first human capital 'think' and 'do' tank. With a background in labour market economics, David has worked for over 23 years spanning consulting and line HR in Europe & the Middle East. He has lived and worked in Dubai for over 17 years.

David is also the co-author of the best-selling book titled 'Unlocking the Paradox of Plenty – A Review of the Talent Landscape in the GCC'. He is a senior adviser to policy-makers, business leaders and HR professionals on strategic human capital issues and challenges. David is actively working with a number of public and private sector clients in preparation for the 2020 World Expo, in leading nationalisation strategies, focusing on employability, talent and leadership development.

David leads an inter-disciplinary team The Talent Enterprise and David is passionate about creating regional solutions and workplace tools, based on a firm foundation of research, promoting evidence-based practice. He was previously the Chief Consulting Officer with Aon Hewitt across MENA region and also has senior HR leadership roles with Emirates Airlines, Dubai Civil Aviation and KPMG. David is a lecturer at universities including the University of Cambridge, the European School of Management and Technology, Berlin and the University of Bradford. He is a regular columnist and spokesperson in the regional media.

Radhika Punshi

As an HR expert and organisational psychologist, Radhika has lived in the GCC for over 15 years, in UAE and Oman. Her prime focus is on nationalisation and local talent development, with an emphasis on gender and youth inclusion. Radhika is the Consulting Director at The Talent Enterprise.

Radhika is also the co-author of the best-selling book titled 'Unlocking the Paradox of Plenty – A Review of the Talent Landscape in the GCC'.

Prior to joining The Talent Enterprise, she was the Head of Applied Research for Aon Hewitt MENA where she conceptualised and led the largest workplace research project in the region to understand what motivates and drives national talent, with over 20,500+ respondents, from 150+ organisations and universities, covering the 6 GCC nations as Egypt as well.

She served on founding Board of Directors of the prestigious International Positive Psychology Association. She is a frequent commentator in the regional media and speaks regularly at conferences across the world.