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Maali Qasem
Schema Founder & CEO

I. LETTER FROM THE CEO

2011 has been without a question a year full of transformations, as people of all ages across the MENA region are making a stand for social justice, human rights, and economic prosperity. New trends are emerging, social justice, human rights, transparency and anti-corruption are becoming straightforward demands that the public is not giving up on.

With such pressuring challenges, new opportunities emerge for governments and businesses alike, to demonstrate leadership as corporate citizens, by taking serious steps towards transforming their approach to become more mindful and responsive towards their surrounding environment, and realizing that stability and prosperity can only be achieved through embracing all aspects of sustainability.

Having said that, 2012 becomes more than just another year; 2012 becomes a key milestone that will differentiate those who take the lead from others who will follow, and Schema, as always, will be here as your sustainability partner to walk the journey with you in every way we can.

II. GENERAL UPDATES

Visit us at our new offices...

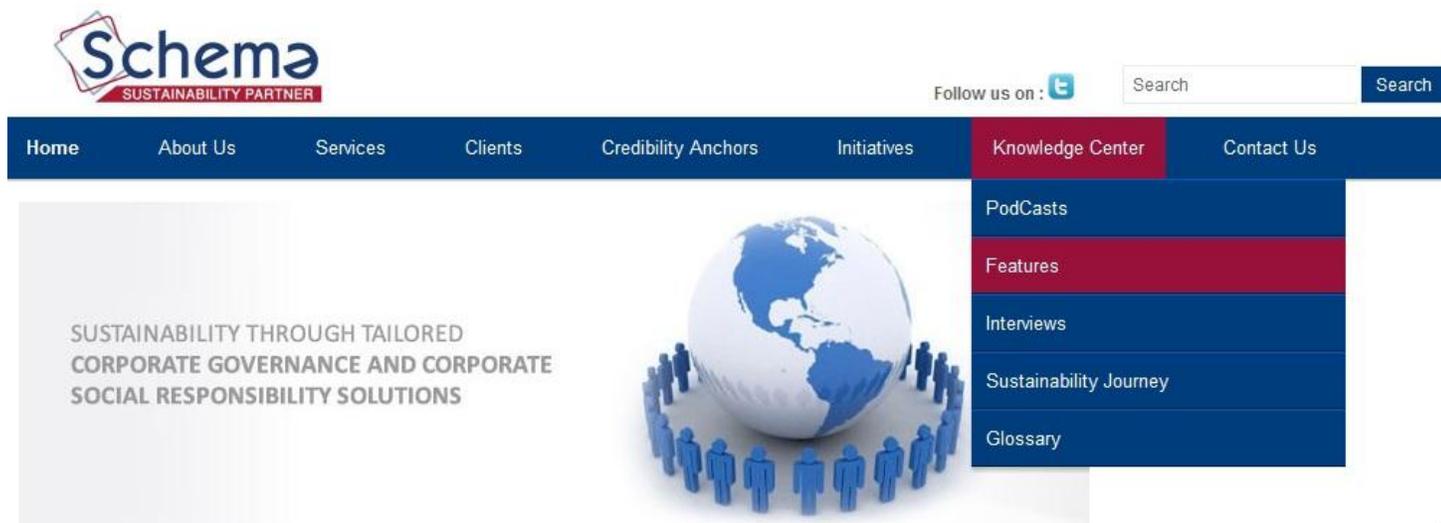
We would like to inform our dear clients and partners that Schema has now moved into a new location, and accordingly our contact information has changed; please find a map for the new location and contact details below:

Location: Khalil Al Salim st. – Souq Al Sultan, Khalda, Amman, Jordan. Click ([here](#)) to view the location on Google Maps.
2nd floor, building number: 1
Phone: +962 6 55 34 131
Fax: +962 6 55 11 195

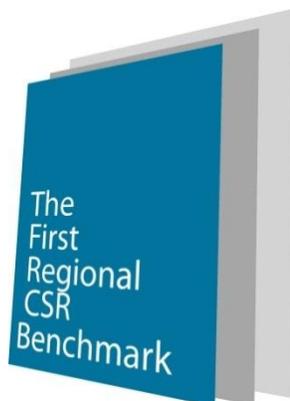
Check out our new website with all its new features...

We have recently renovated our website, adding more features and resources that can help you gain more insights on sustainability practices and solutions.

Browse through Schema's Knowledge Center at www.schemaadvisory.com and check out our latest podcasts, reports, interviews and much more.



III. OUR AMBITIONS FOR 2012



Creating a CSR Benchmark Report for the MENA Region

As an annual publication, the regional CSR benchmark report aims at accelerating Sustainability/CSR practices in the MENA region through providing a comparative assessment of the region's leading organizations on their Sustainability/CSR practices and activities. It would also allow organizations see how advanced their practices are compared to other organizations in their industry, and country, which would allow them to build an understanding on the needed developments and improvements.

Participants in the benchmark have filled an online assessment tool developed by Schema which includes a number of questions on the main components of Sustainability/CSR.

Take part in the next publication by filling the assessment tool ([here](#)).

New Milestones for CG in Jordan and the Region

a) Creating a Corporate Governance Code for Jordan

The Companies Control Department of the Ministry of Industry and Trade of Jordan is creating a Corporate Governance Code for all companies in Jordan. Schema in collaboration with the International Finance Corporation (IFC) is playing an active role in this regard by supporting in the drafting process and engagement process.

b) Launching the Jordan Institute of Directors

As part of Schema's commitment towards enhancing Corporate Governance in Jordan and equipping board members and executives with the skills needed to ensure good governance, Schema is looking into launching the Jordan Institute of Directors (JIoD). The institute will feature a number of training courses, and resources on Corporate Governance open for all executives and board members in Jordan and the region.

c) Global Integrity Report:

Schema was part of the team that prepared the Global Integrity Report for Jordan for 2011. The report will be available online soon at www.globalintegrity.com.

Resources

As an organization committed to breaking boundaries and creating change, Schema takes on the responsibility to generate resources that are accessible and applicable to organizations in the Middle East and North Africa. Accordingly, we have an advanced [Knowledge Center](#) on our website where we integrate and create local resources. We have identified three innovative means of communicating sustainability as follows:

a) Research papers and reports

Schema is keen on transferring as much information as possible on the new trends and topics that we and our partners come across through our ongoing research and monitoring mission. Check out our recent papers ([here](#)).

Also read about the CR cases Schema has created for some of our clients by clicking on their logos below:



b) Podcasts:

Podcasts are a great way for us to engage with global thought leaders and share valuable information. Schema is planning on continuing its efforts to find such thought leaders and creating podcast to give you a chance to hear their thoughts and opinions on CSR and CG trends in the region. Check out the most recent podcast we have ([here](#)).

c) Power breakfasts:

Schema has prepared for a number of power breakfast engagements in 2012 to open small platforms for business leaders to meet and discuss emerging trends in the market. Such power breakfast outputs will be constantly updated and uploaded on our website to give you an insight on what other businesses think the trends shaping the regions' markets are. Click ([here](#)) to see our upcoming power breakfast on trending CSR issues.

Supporting Social Projects



a) Hand in Hand, by Intima'

Intima' is a not for profit organization that aims to facilitate social justice through several streams of operations. Draw A Smile was one of its first initiatives aiming at integrating orphans into the community and changing mindsets towards children that graduate from orphanage centers.

Today Intima' through its Hand-in-Hand initiative aims at addressing the culture of shame. The culture of shame is a key contributing factor in the increasingly growing unemployment rate in Jordan, as many young people stereotype certain jobs and sectors to be undesirable and "shameful". The initiative looks forward to achieving its goal through developing an innovative model that integrates raising awareness, psychological counseling and vocational training programs to attract young people to jobs in the service sector; more specifically cleaning service related job.

Schema has been supporting Intima' and its initiatives since 2010, through providing on-going consultation, logistics and communication support to enable the success of the organization.

Hand-in-Hand is intended to build a coalition whereby together we can each move forward and make a difference.

b) Mawtini (My Country) Project, by Schema

Mawtini project aims at reviving the spirit of positive and constructive patriotism among the Jordanian society, emphasizing the importance of exchange of responsibilities between Jordan as a country and Jordanians as both a community and individuals.



c) Alwane Project

Women Campaign International (WCI) is launching a project towards the empowerment of women leadership across 17 countries in the MENA region and Schema is acting as the regional director of the project.

Visit Alwane Lebanon Website at: www.alwane-leb.d1g.com/ and keep an eye out for Alwane MENA website at: www.alwane-mena.d1g.com

Training Workshops for 2012

Training title	Date	Location
GRI Certified Training on Reporting (details)	April 4-5, 2012	Doha, Qatar
Executive CG Course (details)	April 8-9, 2012	Grand Hyatt Amman, Jordan
GRI Certified Training on Reporting (details)	June 3-4, 2012	Dubai, UAE
CSR for Business Functions Training Program (details)	July-December, 2012	Amman, Jordan
GRI Certified Training on Reporting (details)	December 9-10, 2012	Abu Dhabi, UAE

Stay up-to-date with Schema's training workshops by checking out our calendar ([here](#)) or by signing up to our newsletter ([here](#)).

IV. WHAT HAVE WE BEEN UP TO IN 2011

Top Stories in 2011



a) Schema CEO, Ms. Maali Qasem on the top 100 thought leaders in Europe and the Middle East list for 2011:

Trust Across America(tm) (TAA), setting a standard for trustworthy business behavior, and the Centre for Sustainability & Excellence (CSE), a leading global advisory and coaching organization providing sustainability solutions, have selected 2011's "Top 100 Thought Leaders in Trustworthy Business Behavior in Europe and the Middle East".

Ms. Qasem alongside with the other leaders mentioned in the article, collectively represent a group that can genuinely transform and reverse the cycle of mistrust in business. Click ([here](#)) to read the full article.



b) Schema is a GRI certified trainer in Arabic speaking countries

It is our utmost honor to announce that Schema is an officially certified Global Reporting Initiative (GRI) trainer, providing trainings for organizations within Arabic speaking Middle East countries that wish to use the GRI framework for their CSR/sustainability reporting.



c) Corporate Governance & Responsibility Forum 2011:

The Corporate Governance and Responsibility (CGR) Forum is a unique knowledge generating platform created to identify, address and enable development in the areas of CG and CSR while building an awareness of the importance of Sustainability.

The 2011 CGR Forum built on the successes of the 2007 and 2009 forums to reflect on the evolution of CG, CSR and Sustainability practices in the region.

Click ([here](#)) to download the CGR Forum 2011 closing document.

Our Partners

As we believe in collaborative effort and partnership, Schema has been eager to establish solid, long-term relationships with key local and international organizations across all sectors in 2011.

We are proud and we are honored to have established long-term partnerships with the following organizations:



Our Most Recent Work on CSR



a) Completed the CSR Guidelines for the Financial Sector

With the collaboration and support of Schema, the Union of Arab Banks (UAB), has issued the CSR Guidelines for the Financial Sector in the MENA region. The first of its kind guidelines are intended to be a reference document providing UAB members with guidance on general CSR principles and practices that banks can undertake as part of a sound banking practice.

The CSR Guidelines are to assist in enhancing, improving and implementing effective CSR best practices whether or not such practices are required by relevant local laws and regulations of financial institutions. Click ([here](#)) to download the guidelines.

b) CSR and Gender Research Complete

Schema with the Canadian International Development Agency (CIDA) undertook research about the connection of CSR and Gender in the workplace in Jordan and how CSR can be used to impact diversity in the workplace and improve performance. Click ([here](#)) for an online copy of the research output.

c) A first of its kind workshop about CSR communication:

Based on Schema's experience, several of our clients struggle with communicating their CSR effectively reflecting their true vision and commitment to CSR. Accordingly we put together a truly unique workshop focusing on CSR Communication. The CSR Communication workshop was held three times and customized to suit the market as necessary, it was a great success.

Below are selected testimonials from some of the participants whose attendance was of enrichment to the workshop:

"CSR communication is one of the most vital aspects in the CSR world. Having the chance to identify guidelines of developing a CSR communication policy has fed our mission to alleviate our CSR program"

Khulood Hindiye
CSR Manager Arab Bank

"I thoroughly enjoyed Schema's CSR Communication Workshop. Learning about a relatively new field and engaging one-on-one with a team of professionals in both Corporate Responsibility and Communication provided for a holistic approach to achieving my objectives. As a 'different' audience member to my fellow participants from the private sector, and coming from a semi-governmental organisation, I found that the different perspectives on how to tackle CSR made the overall experience all the more challenging!"

Alia H. Zureikat
Director Communication and International Relations Department
Higher Council for the Affairs of Persons with Disabilities



Founding the Jordan Transparency Center

Founded in March 2011, the Jordan Transparency Center aims at preventing and reducing the spread of the corruption phenomenon.

Connect with Jordan Transparency Center via the following:

Facebook page ([click here](#))

E-mail: jtcjordan@yahoo.com

Events Schema Participated In

Title of the workshop	Date of the workshop	Location of the workshop
Vodafone Qatar Corporate Responsibility Diwan	January 15-19, 2011	Doha, Qatar
Transparency in Bahrain	February 3-5, 2011	Manama, Bahrain
Corporate Governance Annual Summit	April 26, 2011	Muscat, Oman

Our Newest Clients

Schema is honored to have started working with the following organizations in 2011:

KADDB INVESTMENT GROUP
مجموعة كادبي للاستثمار


SOHAR
المنجم
ALUMINIUM

 WOMEN'S CAMPAIGN
INTERNATIONAL

 BYBLOS BANK



 IFC
International
Finance
Corporation
World Bank Group

 OECD 50
BETTER POLICIES FOR BETTER LIVES

Schema is an advisory company that provides value to its clients through tailored sustainability solutions in the areas of Corporate Governance and Corporate Social Responsibility. We aim at maximizing impact for our clients by combining innovation, best practices and regional relevance into our offered solutions. To help ensure our client's success, our team comprises experienced dynamic individuals with international professional and academic backgrounds and exposure, who strive to provide most effective and innovative advisory services.

For any inquiries, please do not hesitate to contact us via the following:

Phone: +962 6 55 34 131 | Fax: +962 6 55 11 195 | E-mail: info@schemaadvisory.com



Thank you!