



GENDER PLANNING REPORT



Zulekha Hospital, United Arab Emirates

Zulekha Hospital found its roots in the mid 1960s when its founder, Dr. Zulekha Daud, arrived in Sharjah, UAE. After years of dedicated service, Dr. Daud established Zulekha Hospital in Sharjah in 1992.

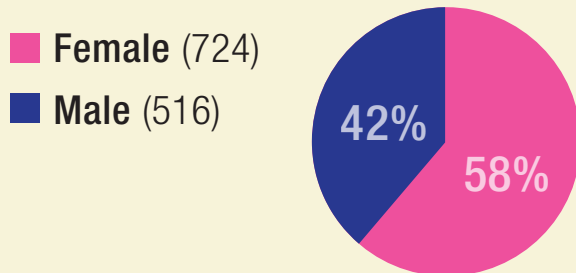
From a humble beginning, Zulekha Hospital has expanded to include an additional hospital in Dubai, three medical centers and three pharmacies. The organization today has over **1,000** personnel that include more than 200 qualified doctors, nurses and paramedical staff.

Consistent with its mission to provide easy accessibility to high quality healthcare, Zulekha Hospital is now one of the largest private healthcare networks in the UAE. Zulekha Hospital's commitment to quality services won it the prestigious Dubai Quality Award in 2011 and its facilities accredited by JCI, CAP & ISO Certifications.

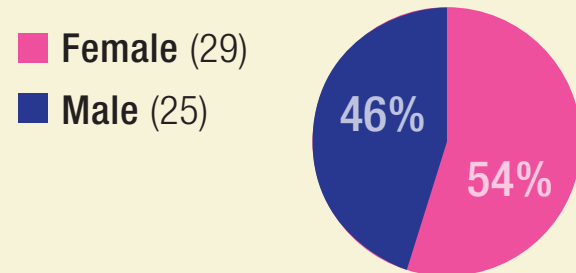
As a women-owned and women-managed business, Zulekha Hospital is committed to a gender inclusive workplace. Zulekha Hospital takes pride in creating an equal opportunity work environment that levels the playing field for women. Women constitute 58% of staff and the organization is consciously working to promote programs that increase female participation at all levels. In fact, 43% of all doctors at Zulekha Hospital are women.

The organization is now foraying to India under the banner of Alexis Hospitals - a venture funded by IFC aims to bring High quality healthcare at affordable costs along with achieving triple bottom line profits.

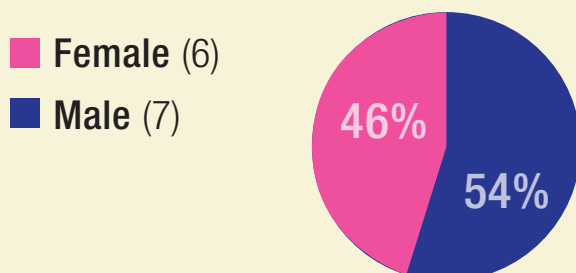
**Zulekha Hospital, UAE
Overall Employees Pie-chart**



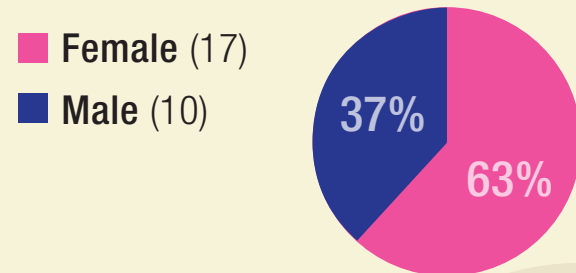
**Zulekha Hospital, UAE
Managers / Supervisors Pie-chart**



**Zulekha Hospital, UAE
Executive Management Pie-chart**



**Zulekha College in Nagpur, India
Teaching Staff Pie-chart**



WINvest Forum - Invest in Women Employment



Zanubia Shams - CEO of Zulekha Hospital is one of the founding members representing Zulekha Hospital in the WINvest forum - Launched at the IMF/World Bank Group Annual Meetings in Tokyo in October 2012, WINvest (Investing in Women) is the World Bank Group's Global Partnership Initiative with the private sector to create win-win outcomes for business and development by improving working conditions and employment opportunities for women while increasing productivity in business performance.

The initiative brings together IFC clients and private sector partners with interest in substantiating the business case for improving working conditions and employment opportunities for women, investigating where and when investments in improved working conditions for women can result in higher firm productivity.

Concretely, WINvest aims to

- Raise the profile of companies operating in emerging markets that are promoting greater inclusion of women in their workforce;
- Identify and provide guidance on successful approaches that can be replicated in other companies; and,
- Capture and communicate the business rationale for where and when improving working conditions for women can result in higher business performance.

Education and Vocational Training for women

Dr. Zulekha Daud, founder of Zulekha Hospital always believed in empowerment of women and under-privileged students through education. With this belief, she started in 2008 ZED Vocational Training & General Shikshan Sanstha (ZEDVTGSS), in Nagpur, India - a locality considered as backward with poor quality educational institutions. ZED is a Minority Commission recognized institution imparting courses in Education, Science, Commerce and Technology streams.

The single minded mission of ZED is to provide quality education with focus on all-around development supported by state-of-art infrastructure at nominal costs. Management Scholarships are provided to the needy and deserving students to ensure they are not deprived of high quality education. The college strives to not just provide main stream education but also train women on vocational skills - Computer application, Teaching courses, Home science skills, etc.



PREFACE

Gender equality as a benchmark

Zulekha Hospital is a healthcare provider aligned with international cooperation for sustainable development.

Gender equality is an essential factor in achieving sustainable change and is therefore one of the key values on which our services are based.

Gender-differentiated procedures and consistent efforts to ensure that women and men enjoy equal opportunities are amongst the features that define the quality of our work. We are guided by this benchmark and advise our partners on designing and implementing gender-sensitive measures. In doing so, we help to successfully position **Zulekha Hospital** in the fields of health services, aligned with the international cooperation for sustainable development and international education work.

The importance of gender equality is also reflected in a large number of international and national agreements that **Zulekha Hospital** and its partners are committed to. **Zulekha Hospital** supports its partners in achieving the objectives set out in these laid out principles.

Gender planning: Objectives, Addressees, Field of Application

Zulekha Hospital's gender planning builds on the approaches applied and lessons learned from continuous quality practice and creates a uniform framework for the entire company. It is the responsibility of the entire organization as a unit to deliver specific contributions in order to implement the planning. These contributions are agreed on a decentralized level in guidelines for action.

The planning aims to strengthen gender equality both in the services we deliver and within **Zulekha Hospital** itself. This means we will make continued and greater use of synergies between gender mainstreaming in our development measures and gender equality within **Zulekha Hospital**. We consider the everyday application of gender equality principles in the company as an important basis for the credibility of our work,

Example:

The planning addresses **Zulekha Hospital** staff members first and foremost. It is up to them to put the planning into practice.

Zulekha Hospital gender planning also aims to increase the number of development measures that have gender equality as their central focus. We are positive that a consistent gender planning makes **Zulekha Hospital** even more convincing and attractive as a health care service provider in the field of sustainable development. It enhances the appreciation of **Zulekha Hospital's** services on the part of our patients, patrons and partners, and increases demand for these services.



STRATEGIC FRAMEWORK

Successful promotion of equal opportunities for men and women is based on five complementary strategic elements:

- 1) **Leadership and accountability**
The way in which managers show their support for the issue of gender equality and follow up its implementation.
- 2) **Corporate culture**
Patterns of behavior and codes of conduct within the company that help ensure gender equality.
- 3) **Gender equality within the company**
Synonym for men and women working together on equal terms and a balanced gender ratio across all hierarchical levels and fields of responsibility within the company
- 4) **Gender competence**
How much staff know about imbalances in gender relations and ways of correcting these.
- 5) **Process adjustment**
Gender-sensitive design of all processes service strategy.

What does this mean in concrete terms?


1) Leadership and accountability:

Gender equality is a management issue. Zulekha Hospital's Executive Management Committee (EMC) clearly reinforces the binding nature of the gender planning by giving it a key role in steering and implementation processes. The EMC appoints one of its members as its representative for gender and puts the issue on its agenda once a year.

Managers are role models for their employees and represent gender equality both inside and outside the company as a key issue in international cooperation and healthcare services. The MD, CEO, President and directors of corporate units and business units demand accountability within their spheres of responsibility for how the planning has been applied and make sure that consequences are drawn from the results of internal and external evaluations and appraisals (management response). This shows that the company expressly wishes efforts to be made to promote gender equality and supports such efforts accordingly.

The CEO & President make sure that top priority is given to gender equality at the organizational level and that it is put into practice in development measures. They ensure that gender officers are appointed at the organizational level, are involved in key processes and are provided with the necessary time and funding. To support equality and human dignity within the company's conduct and operations. The directors of division are responsible for ensuring that gender equality is taken into account in sectoral and global projects and programs that are steered from UAE and that HR - gender officers are involved.

At the project and program level, the officer responsible for the commission bears responsibility for achieving the agreed objectives that are designed to promote gender equality.



2) Corporate Culture:

Reflects the values we embody inside and outside the company. Giving consideration to gender equality makes our work more effective and achieves more sustainable results. Inside the company, equal opportunities pay off because experience indicates that mixed teams achieve better results. For all these reasons, we reward efforts to promote gender equality. Periodically, a company-wide Gender Competition is held, with awards for special approaches in this field.

Zulekha Hospital Gender Planning on organizational level, to give employees the opportunity to inform colleagues about their work and gender-relevant issues, disseminate good practices and gain inspiration for new ideas. The responsible officers in the departments and **business units** are in charge of taking further-reaching steps to mainstream gender in our corporate culture. This may take the form of events, or measures to acknowledge initiatives taken.

Efforts to achieve gender equality are also worthwhile because gender competence (as a key professional qualification) is regarded as enhancing an employee's career prospects, health and well-being, and making a safe environment to operate for the staff.


3) Gender equality within the company:

Gender equality is just one more dimension of equal opportunities within **Zulekha Hospital**. It is both a declaration of what we believe in and a human resources policy directive. We give the same high priority to gender mainstreaming in our services and to our gender equality policy within the company; both are aspects of the same strategic orientation.

To maximize synergies, the representatives of the Human Resources Department responsible for gender and the corporate gender equality officer regularly take part in meetings of the Gender Steering Group. The organisational units do also incorporate gender equality within the company into their guidelines for action.

The corporate gender equality policy aims to work towards ensuring that women make up 50 % of the workforce in the hospital and are not under-represented. Which in Zulekha Hospitals actually exceed by a 60:40 female to male ratio; in particular more women are attracted to field positions and managerial posts inside.

The gender equality plan is an important instrument that will help us make progress towards achieving this corporate goal. In other departments and functional groups, by contrast, the aim is to increase the number of men so as to achieve a balance. Most of the measures are designed to enable women and men alike to find a balance between work and family life.



4) Gender competence:

Developing approaches to overcoming gender inequality calls for knowledge of imbalances in gender relations. Knowing about the impacts of change approaches is equally essential. Sound knowledge management helps to expand this know-how, placing special emphasis on processing good practices. It is of paramount importance that all **Zulekha Hospital** staff members can rapidly access the information they need.

Using knowledge management, we also set out to process our expertise, solutions and successes in a more targeted way and publicize them inside and outside the company, with support from Corporate Communications.

The HR Department plays a crucial role in building gender competence and expand the relevant advisory skills within the individual sectors. The gender officers also have key expertise in this area. They sensitize their colleagues accordingly, give them advice and pass on technical and methodological skills based on their own experience. To mainstream gender competence within the company, staff with the required sensitivity and relevant knowledge should be recruited. Gender competence is built through human resources development, both when preparing new employees and through in-service training.

Development measures where gender equality is the main objective over and beyond gender mainstreaming give **Zulekha Hospital** a prime opportunity to prove its gender equality credentials. Measures like these have a beacon effect and also impact on the rest of the portfolio. This is another reason for extending such projects.

5) Processes:

Gender mainstreaming has been successfully achieved when gender aspects have been integrated into all **Zulekha Hospital** processes. Commission management plays a key role, from planning and steering to results measurement and learning from experience. So does quality management. Beyond this, gender-differentiated approach promotes the effectiveness of our work, for example in personnel recruitment and human resources development.

When carrying out development measures, it must be ensured that impacts on both men and women are investigated as an integral part of results monitoring and evaluations and actually put in to practice Officers responsible for the commission and managers make sure that these guidelines are applied in their sphere of responsibility.

In our business practises it is mandatory to carry out a gender analysis. Both of these instruments have proved their worth. Right from the planning stage, gender analysis enables well-founded conclusions to be drawn as to how the measure can contribute to promoting gender equality. The gender marker is awarded on this basis and the relevant indicators are regularly examined.



OBJECTIVES AND INDICATORS

The objective of the gender planning is defined as follows: **Zulekha Hospital** strengthens gender equality within the scope of its commissions and within the company.

Areas to be monitored and indicators:

1. Gender equality within the company - The human resources policy objectives laid out in **Zulekha Hospital's** gender equality plan are achieved.
2. Acquisition (business development) - Partners such as IFC and other regional government body support **Zulekha Hospital** because of our recognised gender competence and leadership.

Zulekha Hospital's contribution to achieving gender equality makes it more attractive as a provider of services for sustainable development. Its work is appreciated by its partners and patrons, and is in greater demand.

IMPLEMENTATIONS

1) Organization

The strategic framework of the gender planning is binding for all organizational units. How the strategic framework is implemented in the individual organizational unit depends on the instructions and orientation of the respective commissioning party or client.

Responsibility for implementing the gender planning lies with managers, in particular the CEO, the Board and the directors of business unit. Staff of all organisational units are responsible for implementation. In order to achieve the objectives of the gender planning, the individual organizational units produce guidelines for action, which they flesh out in accordance with their range of activities, and for which they provide the required human and financial resources.

Actual implementation rests on many shoulders. Gender officer in the organization are appointed by the Board.

Implementation of the gender planning is examined once a year at the regular meeting of the operational departments, which thus assumes the role of a gender steering group and spells out the company's policy orientation. The company gender officer coordinates implementation of the gender planning together with the gender officers based both in Dubai and Sharjah offices of Zulekha Hospitals.

2) Guidelines for action

Various operational units have defined guidelines for action to implement the gender planning, which are listed on the intranet (exclusively designed www.zulekhaportal.com). It is important to note that these guidelines only describe the main duties. The individual departments, divisions and corporate units are responsible for putting these guidelines into practice on the basis of the five strategic elements, for operationalizing these (for instance via their annual objectives) and implementing them within the scope of their own planning.

3) Resources

To successfully implement the gender planning, the responsible organizational units are obliged to provide the gender officers in their units with the time and funding they need to perform their duties professionally. Staff members also need financial resources to conduct or take part in training courses and network meetings.

Zulekha Hospital provides an adequate annual budget for the company-wide measures agreed in the gender planning, which is used to cover the costs of the Gender Competition or to hold the Gender Week, for instance.

4) Monitoring

Managers in the departments and corporate units are responsible for implementing and monitoring the gender planning in their area of responsibility. The company gender officer collates the company-wide results in cooperation with the gender officers of the individual organisational units, checks that the budget is monitored, examines the implementation status of the gender planning and submits an annual implementation report to the Executive Management Committee. The Human Resources Department monitors gender equality within the company.

1. RESULTS CHAIN

By strengthening gender equality, **Zulekha Hospital** becomes even more attractive as a service provider in the field of sustainable development.

2. CORPORATE CULTURE

Gender equality is part of our corporate culture. **Zulekha Hospital** strengthens gender equality within the scope of its contracts and commissions and within the company.

3. GENDER EQUALITY WITHIN THE COMPANY

Binding targets have been set for gender equality within the company. **Zulekha Hospital** staff members implement gender equality in their work. They use the company's gender competence to acquire new contracts and commissions, implement these in a gender sensitive manner and work to achieve gender equality within the company.

Zulekha Hospital is perceived and recognised by its consumer base, clients, commissioning bodies and partners as a competent service provider in the field of the core business along with sustainable development, and our services are in demand.

4. GENDER COMPETENCE

Staff members have the knowledge and information they need to allow them to work in a gender-sensitive manner.

5. PROCESSES

Processes are gender-sensitive and provide orientation.



Ms. Zanubia Shams (CEO - Zulekha Hospital), Mr. Jin-Yong Cai (CEO & Executive VP - IFC) and Mr. Taher Shams (President - Zulekha Hospital)



Dr. Kishan Pakkal, Dr. Pamela Munster, Ms. Zanubia Shams, Mr. Taher Shams, Dr. Adel Daud and Siraj Master attending the IFC meeting.