



Global Female Leaders Outlook 2021 Qatar Edition

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Featured Interviews Outlook

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FOREWORD



Barbara Henzen

Partner, Head of Tax and Corporate Services
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It is my pleasure to present this new edition of the Female Global Leaders Outlook. Based on our global survey in more than 50 countries, this edition sheds a special light on female leaders' perspective on the most defining global crisis of our time: the COVID-19 pandemic, its impact, and how they have responded to it. We have also had the privilege to interview prominent female leaders from Qatar and feature their perspective and commentary on the findings of our global survey, which enabled us to produce a localized Qatar edition of the report, for the first time.

The COVID-19 pandemic has been a game changer for societies and economies alike. Compared with previous crises, it has the potential to ignite more persistent change, not only in our personal lives (home working and schooling), but also in business-related areas (digital transformation and communication) as well as the public space (governmental involvement and regulation).

Another salient feature that makes this crisis so extraordinary is the disproportional effect it is having on women. Besides the obvious impact of COVID-19 on people's health and the world economy, the effects of lockdown measures are particularly acute on private lives. School and nursery closures, for example, have increased pressure on women around the world. They

predominantly have had to bear the burden of organizing and caring for families while working from home. Thus, some analysts are already calling the COVID-19 crisis a "crisis of women" or a "Shecession".

When we decided to produce another Global Female Leaders Outlook, it quickly became apparent that there may be specific implications from the pandemic for female business leaders.

Accordingly, in line with previous editions, we developed our questionnaire based on economic and business expectations, risks and opportunities, as well as on career and gender diversity factors. This framework enables us to draw comparisons between the pre-COVID world and the new reality.

The survey interestingly reveals that female leaders hold a less pessimistic view about COVID-19's impact on women, compared to the opinion of many analysts. They see a silver lining in this crisis, and the potential to create new opportunities for women as a result of improved digital communication, advances in technology and changes in stakeholder expectations. This has led us to put forward the view that COVID-19 could be a catalyst for gender equality, if not in the short term, at least in the mid to long-term.

Beyond the survey results, what clearly stood out since the beginning of the crisis is the pivotal role that many female leaders have played, here in Qatar and in some other countries, in driving the response to the pandemic, resulting in lower number of casualties in their respective countries. Such vivid examples of female leaders demonstrating remarkable resilience in the face of challenges provide me with inspiration that a more equal world is possible and can be achieved through the same resilience and determination to turn adversity into opportunity.

I would like to thank the female leaders featured in this edition for taking out time to provide their insights on the impact of COVID-19 and recovery plan for their businesses, impact on the sector, and the measures they are taking to inspire diversity and inclusiveness in the workplace.

Key findings



Female leaders are embracing changes related to COVID-19 and are realistic about what the new reality holds for their organizations

80% have seen the digital transformation of their businesses accelerating during the pandemic.

81% expect the crisis to affect their business for two years or more.

48% say their potential talent pool has increased.

53% select securing long-term customer relationships as the most important measure to deal with the effect of the crisis.



Female leaders say making a positive impact on the world is a top motivator

Climate change and gender inequality were the top two issues female leaders named as areas where they feel pressure from their stakeholders to act.

42% say sustainability issues/activities to reduce climate change will be even more important for strategic decisions post COVID-19.

58% say they want to lock in sustainability and climate change gains made as a result of the crisis, while 48 percent say their response to the pandemic has caused their focus to shift toward the 'S' in ESG.

42% agree that measures their company has taken recently to fight discrimination and racism are powerful.



Female leaders assess COVID-19 as a potential equalizer for gender equality

New digital communication and collaboration tools enable working from anywhere, which may help with work and life balance of female leaders.

59% of female managers believe their personal communication with employees has improved during the crisis.

41% do not think the crisis will influence their next career step.

41% think that progress on diversity and inclusion won't slow down after the pandemic.

51% of respondents say they live in truly equal family structures.

The impact of COVID-19 on the financial sector



Sheikha Alanoud bint Hamad Al-Thani

Managing Director of Business Development, QFC Authority

What has been the impact of COVID-19 on the financial services industry in Qatar?

2020 was a transformational year for the entire world. We have witnessed unprecedented challenges that changed the dynamics of our societies and brought about what we call a 'new normal' that puts no choice for us but to adapt and strive to navigate the turbulences. The financial services industry is no exception, however it fared relatively well in navigating the COVID-19 implications, backed by the swift response of Qatar's wise management.

Fortunately, the financial services industry has largely been contained by pro-active actions by Qatar Central Bank and other government bodies. While total credit growth was 10.4% for the year, this figure almost stood still during the height of the crisis between March-June 2020. Only thanks to concerted efforts by various entities, led by Qatar Central Bank, was market confidence restored during the height of the pandemic when government health measures forced many enterprises into various measures of lockdown.

The largest impact on customers and the workforce alike has been the aggressive rollout of digitalized services, ranging from onboarding to a variety of e-banking solutions that were previously in its infancy. We have also witnessed the initial emergence of FinTech purveyors in the Qatari marketplace, solutions including contactless payment technologies that had heretofore not existed in the local context.

Do you think the pandemic has affected career opportunities for females? If yes, how?

According to McKinsey Global Research in the US and India, women's jobs are 1.8 times more vulnerable to this crisis than men's jobs. Women make up 39 per cent of global employment but account for 54 per cent of overall job losses. One of the reasons sighted includes, burden of unpaid care which is disproportionately carried by women and the disproportionate representation of women in sectors negatively affected by the COVID-19 crisis.

Focusing on Qatar, I expect a reduced impact on female careers than in other countries and a faster rebound due to the Qatar government's wise management of the lockdown allowing most businesses to operate and the effective rollout of the vaccine, which will further reduce restrictions.

How do you promote gender diversity and equality in your organization?

Stemming from our belief that women do have an indispensable role in generating positive returns to the growth of any business, the QFC's business environment is designed to nurture women's empowerment and leadership.

Throughout our 15-year business journey, our work environment offers a platform to all employees, women and men, to voice their ideas, share perspectives, and make notable contribution to business growth, with no ceiling for work hierarchy. Expansion in the female workforce outperformed overall growth in QFC employment between 2018 and 2019, with nearly 11% increase. We continue to maintain our commitment towards women's empowerment through a number of policy decisions to help build an environment that supports women.

What do you think needs to change for the financial sector to attract more female leaders?

The Qatar Financial Centre is proud to have a leading female participation rate in Qatar's financial sector, and even more of providing opportunities for women in senior roles where they have impact when leading and shaping their respective teams within an organization.

According to 2019 data, 13.5% of senior level positions in QFC companies were filled by women – compared to 8.2% in Qatar's financial sector as a whole. These companies are performing well. This allows them, and jurisdictions like QFC, to lead by example. I look forward to seeing many more Qatari females in the industry!

Do you think the recovery from COVID-19 will happen in the next 1-2 years or will it take longer?

I expect the Qatar economy to regain its pre-crisis peak in early 2022. As the rollout of the vaccine reaches the majority of Qatar's population by mid-summer, I expect a consumer led rebound in Qatar by the end of 2021 as people are freed up from lockdown and businesses begin to operate more freely.

The rebound may take longer in other areas of the globe, however Qatar will be well placed to take advantage of the upturn in 2022. The momentum of the 2022 World will help to drive forward Qatar's economy.

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Embracing change, yet being realistic about the new reality

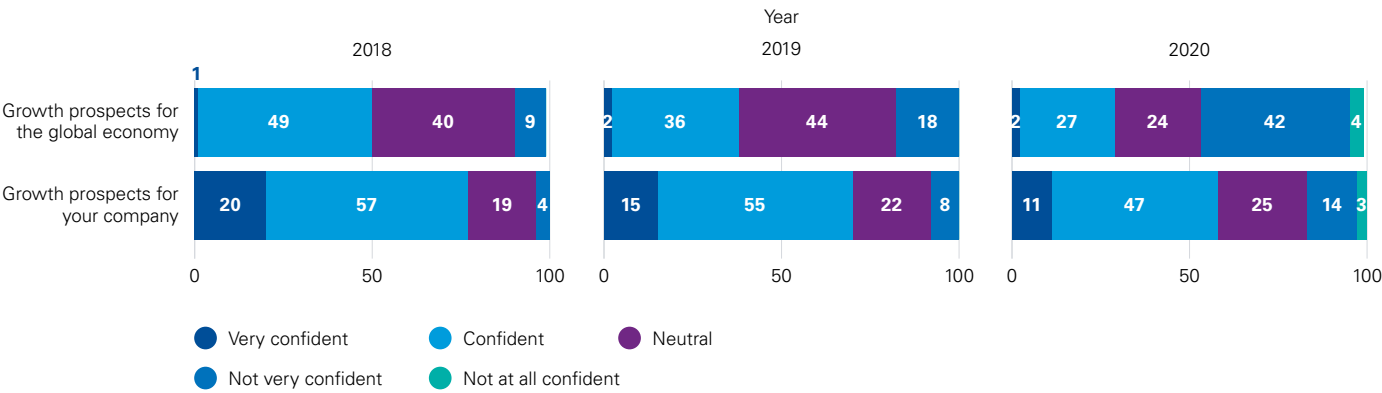
Growth

The economic impact of COVID-19 has already led to a sharp downturn in growth in many countries. As a result, analysts all over the world expect long-lasting negative impacts on the global economy with some industries being more affected than others. In this environment, governments all over the world are trying to counter any negative economic consequences with financial and regulatory measures.

When considering growth over the next three years, Global Female Leaders appear to be optimistic. In fact, more than half (58 percent) of respondents remain confident or very confident about their company’s growth prospects.

Respondents were less bullish about the global economy, however, with 46 percent expecting negative growth rates and just 29 percent saying they are confident or very confident about growth.

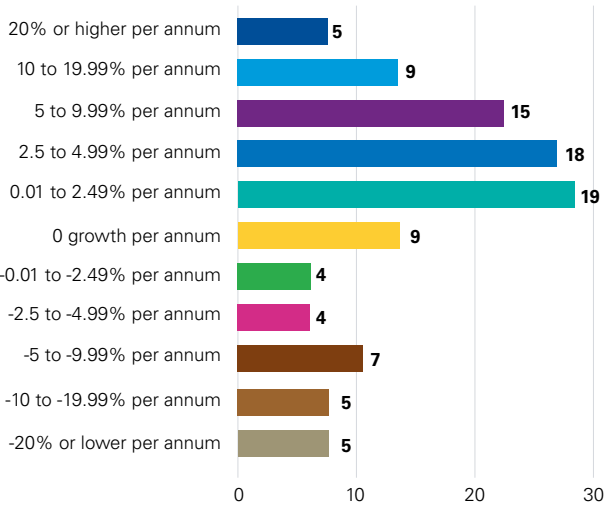
Figure 1:
In terms of growth prospects, please indicate your level of confidence in the following over the next three years.



Source: KPMG International, 2020. Figures in percent, rounding differences possible

When asked about revenues, almost half (47 percent) of the Global Female Leaders said their company has the potential to exceed 2.5 percent in revenue growth, while 19 percent expect their organization’s earnings to increase anywhere between 0.01 and 2.5 percent. Conversely, 25 percent said they expect negative growth rates, up from the just five percent who gave this response in 2019.

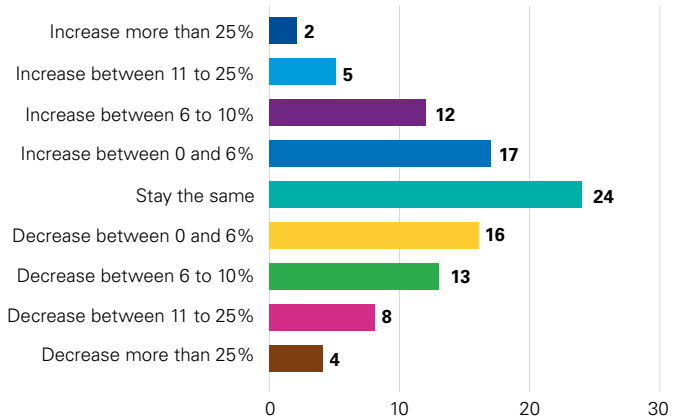
Figure 2:
What is your organization’s earnings outlook over the next three years?



Source: KPMG International, 2020. Figures in percent, rounding differences possible

Regarding growth in headcount, we have a more fragmented picture. While 24 percent of Global Female Leaders say head count will stay the same, 36 percent expect growth and 41 percent expect shrinkage. Last year, only 27 percent of participants expected fewer employees in a 3-year forecast.

Figure 3:
How do you expect your organization’s headcount to change over the next three years?



Source: KPMG International, 2020. Figures in percent, rounding differences possible

The Impact of COVID-19 on the media sector



Dalya Alkhalaf
Director of Marketing and Communication,
Media City Qatar

What has been the impact of COVID-19 on the media sector in Qatar?

Like all industries we’ve seen some rapidly shifting market dynamics which I don’t see any clear winners from other than some of those following digital disruptor strategies in food, service and streaming. As an industry we’ve seen the standard rounds of redundancies as companies pulled back on media spend, production etc which is having a knock on effect to the media eco-system. While saying this I’ve been pleasantly surprised by a number of companies within the media industry that have adapted incredibly well and fast to the change in environment.

Do you think the pandemic has affected career opportunities for females? If yes, how?

For working mothers (single mothers in particular) I think the impact has been especially harmful. With the closure of schools or the reduced operating hours of schools and the level of unpredictability of the COVID-19 pandemic working mothers are faced with further balancing acts of their work commitments and family. In saying this I see the struggles of all within society adapting to the new norm in particular the impact on the elderly both physically and emotionally.

How do you promote gender diversity and equality in your organization?

For me this is pretty simple. Candidates and employees are given the same opportunity and will ultimately be judged on their output. How I personally promote diversity and equality is very much around performance and output. Both genders play important and at times slightly play different roles in society and the workplace.

As long as these differences are appreciated and catered for and not used as a reason to hold a particular gender back.

Women do have a harder challenge than men, as Professor Jordan Peterson said; “Many women around the age of between 28 and 32, have a career-family crisis that they have to deal with. And I think that’s partly, because of the foreshortened time-frame that women have to contend with. Women have to get the major pieces of their life put together faster than men.”

Do you think the recovery from COVID-19 will happen in the next 1-2 years or will it take longer?

The million Riyal question. Most academics point to history and a range of between 2-10 years for a partial to full recovery. What is very clear that the demise of certain industries that were struggling pre-covid most likely won’t make it back, such as traditional retail. The gig economy, remote working solutions and disruptor tech companies are primed to excel.

How has technology helped your industry sector last year? The accelerated digitalization that followed the pandemic is thought to be conducive for women empowerment and may potentially become a catalyst for gender diversity in the workplace. What’s your view on that? And does this apply to women in Qatar?

Very interesting question, yes if it helps with balancing of a good productive work life balance. This also needs the encouragement of employers. We as a young nation are prime for adjusting and adopting new digital ways of working.

If this is led from the perspective of becoming more redundant in work practices especially in the corporate office sector and services there is no reason why Qatar can’t drive this new working culture and become known globally. As you’re aware we are heavily reliant on our expatriate workforce, with the restrictions of travel globally and the downturn in economic performance we can be the model for remote working whilst continuing our economic growth.

The more we move to a remote working culture utilising people from around the world the more opportunities will become available for women.



In a post-COVID world, business leaders will also be expected to give greater importance to the voice of their customers. The growing e-commerce sector and the diffusion of digital communication tools and social media has led to customers using their voice more than ever before, influencing brand developments or even entire business strategies.

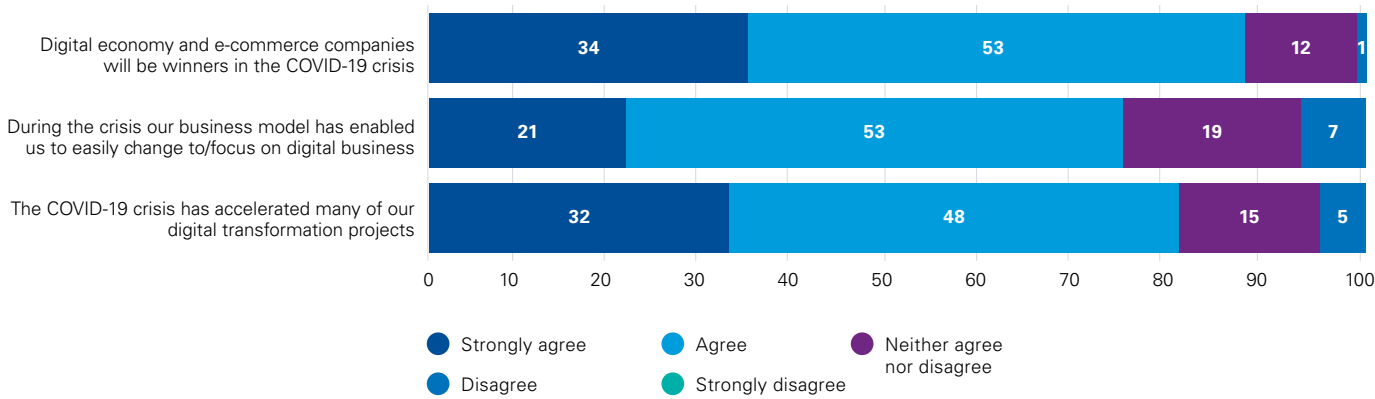
84 percent of our respondents believe that protecting customer data is one of the most important responsibilities that organizations need to assume in order to further grow their customer base.

Digital economy

A significant majority (80 percent) of Global Female Leaders state that their company’s digital transformation projects have been accelerated in response to the crisis. In addition, many respondents confirmed that their organization’s business model enabled them to better adapt.

The latter consideration is of importance, as cost reduction is often seen as one of the most effective means for companies to manage the immediate impact of the crisis. However, reducing investment in essential projects, such as digitalization and innovation, could be a very short-term strategy, especially as 87 percent of Global Female Leaders agree that companies operating and thriving in the digital economy will be the true winners against the backdrop of the crisis.

Figure 4:
To what extent do you agree with the following statements about the digital economy?



Source: KPMG International, 2020. Figures in percent, rounding differences possible



The impact of COVID-19 on the financial sector



Ebtessam Saleh Al-Mannai
Executive Director of Finance,
Qatar Investment Authority

What has been the impact of COVID-19 on the financial services industry in Qatar?

In the financial services industry and across organizations generally what the pandemic has highlighted is that protecting the welfare of our employees and communities is a priority. Under the leadership of His Highness Sheikh Tamim Bin Hamad Bin Khalifa Al-Thani, Emir of the State of Qatar, the Supreme Committee for Crisis Management and various government agencies have provided effective strategic support to help our people and economy navigate the COVID-19 crisis.

Do you think the pandemic has affected career opportunities for females? If yes, how?

The pandemic has impacted workers in every field and certain occupations have been hit harder than others. Global surveys show the impact on working women has been particularly marked. In a lot of cases women have had to give up career opportunities or their careers have had to take a back seat to extra caregiving responsibilities. My experience in Qatar is that females have risen to the challenge and created new pathways for success in their respective fields. We have been helped to do that by various government initiatives and employers have provided a very supportive environment to help female employees balance their personal and professional responsibilities since the beginning of the pandemic.

How do you promote gender diversity and equality in your organization?

At Qatar Investment Authority (QIA), where I work, a sizeable percentage of employees are women. Hiring is based on merit, qualification and experience. There is no discrimination on the basis of gender. Both male and female staff are given equal opportunities to grow

professionally. Equal opportunities are provided irrespective of gender to climb the career ladder.

What do you think needs to change for the financial sector to attract more female leaders?

It can be argued that the financial sector employs more men than women, however this scenario has been changing. We now see an increased participation from women in this sector. The right corporate policies can help increase the number of women in top management. Throughout an organization, women should be given the right kind of support and learning opportunities to empower them on their journey up the corporate ladder. Above all inclusion and diversity should be part of the culture in any organization.

Do you think the recovery from COVID-19 will happen in the next 1-2 years or will it take longer?

I think there should definitely be an improvement in global economic performance in the current year vs. 2020.

A full recovery may take some time but there will be gradual return to stronger growth. We could also witness changes in the operating model of the financial sector. The relief provided by central banks and governments globally should definitely help support recovery.

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Making a positive impact



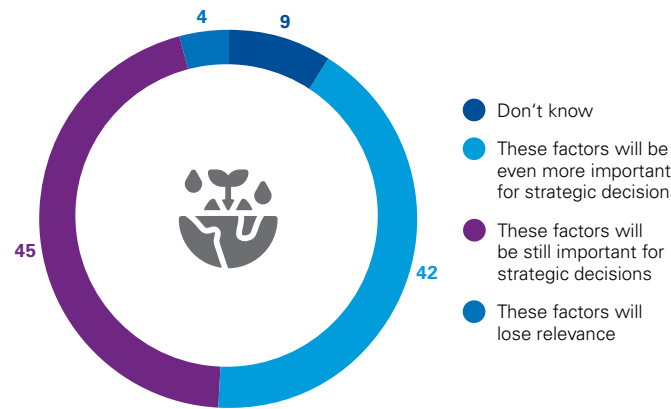
Sustainability

ESG issues (environmental, social and governance) are becoming increasingly relevant for all stakeholders. In response, many companies are realigning their business strategies toward a more sustainable and climate-friendly approach. Unfortunately, the pandemic has led many companies to deprioritize their sustainability goals in order to deal with the more pressing consequences of the crisis.

Nonetheless, 42 percent of Global Female Leaders believe that activities aimed at combating climate change will be of

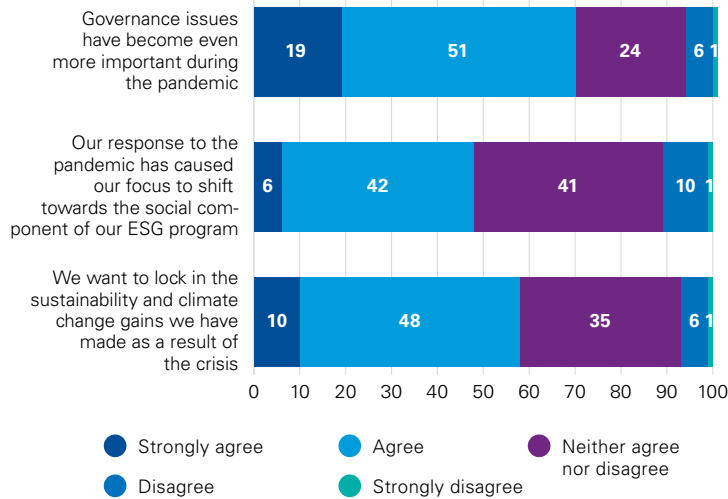
even greater importance in the post-COVID-19 era. While another 45 percent expect the topic to remain as relevant as before, only four percent think it will decrease in importance. Therefore, ESG issues are likely to become more relevant with time, with governmental issues being the most relevant in times of crisis (according to 70 percent of participants). Overall, most respondents (58 percent) said they hope to lock in sustainability and climate change gains made as a result of the crisis.

Figure 5:
Will sustainability issues and activities to reduce effects of climate change be as important post COVID-19?



Source: KPMG International, 2020. Figures in percent, rounding differences possible

Figure 6:
To what extent do you agree or disagree with the following statements about your focus on ESG (environmental, social and governance) during the pandemic?



Source: KPMG International, 2020. Figures in percent, rounding differences possible

Strengthening resilience and purpose

Our results indicate that Global Female Leaders follow a clear strategy in order to consolidate their organization's growth and to ensure its survival.

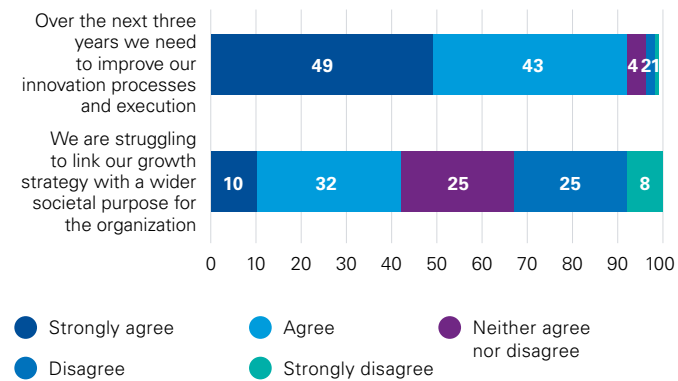
Nine in ten (92 percent) of respondents say they agree or strongly agree that their company needs to improve innovation processes and execution.

Survey participants appear divided over the question of whether their company is successful in linking its growth strategy to a wider societal purpose. While 42 percent of Global Female Leaders admit this is a challenge they are currently facing, 33 percent disagree or strongly disagree that this is a challenge for their company. One quarter of the respondents (25 percent) remain indifferent toward the topic.

“While we’re witnessing a bit of a pullback with respect to ESG initiatives globally this year, the data suggests this is a result of the COVID-19 pandemic rather than a long-term deprioritizing of these issues with businesses. The results provide ample evidence that once the urgency around the pandemic response begins to fade, we can expect to see a strong resurgence in the corporate focus on ESG-related priorities.”

Jane Lawrie
Global Head of Corporate Affairs, KPMG.

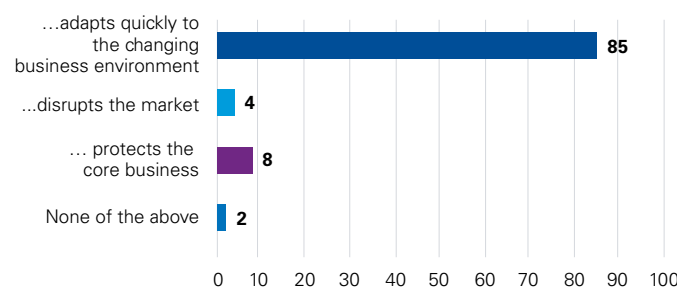
Figure 7:
To what extent do you agree or disagree with the following statements about your organization's survival/growth?



Source: KPMG International, 2020. Figures in percent, rounding differences possible

In contrast, when it comes to what characterizes a truly resilient company, female leaders have a common understanding. Indeed, 85 percent believe that adapting quickly to the changing business environment is the best way of dealing with disruption in an uncertain business climate.

Figure 8:
Dealing with disruption: In an uncertain business climate, a truly resilient business is one that above all...



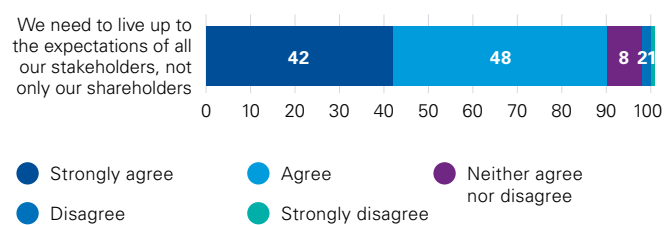
Source: KPMG International, 2020. Figures in percent, rounding differences possible

Shifting stakeholder orientation and customer expectations

New stakeholder values and expectations are emerging as the main drivers for change. It appears that our new working reality will be characterized, more than ever before, by embracing new environmental, social and governmental (ESG) components.

One of the clear findings from this survey is the need for companies to live up to the expectations of all stakeholders, not only shareholders. In fact, 90 percent of the respondents said they agree or strongly agree with this statement.

Figure 9:
To what extent do you agree or disagree with the following statements about your organization's survival/growth?



Source: KPMG International, 2020. Figures in percent, rounding differences possible

The impact of COVID-19 on the financial sector



Sheikha Hanoof Bint Thani Al Thani,
Senior Associate,
Qatar Investment Authority

What has been the impact of COVID-19 on the financial services industry in Qatar?

Overall, Qatar was in a strong macroeconomic position to combat the pandemic given its young demographic, LNG export wealth and successful supply chain restructuring in response to the regional blockade imposed in 2017. Cost rationalization and new revenue streams have helped flip the fiscal balance positive in 2018. This was sustained in 2019, allowing Qatar to buffer the fiscal and economic shocks of COVID-19.

Discerning fiscal policies such as a QR75 bn government stimulus package, lower interest rates and launching a “National Guarantee Program” providing guarantees to local banks at a total of QR5 bn went a long way to dampen

COVID-19 headwinds. In addition, a strong balance sheet helped Qatar absorb the shock of the pandemic, which includes a sizeable Sovereign Wealth Fund and a US\$10 bn government bond, which offset revenue deficits from falling energy prices.

More specifically, the impact on the financial services industry in Qatar has varied depending on the sub-sector and the nature of the business portfolio.

The banking sector exhibited strong performance in 2020 with solid loan (+9%) and deposit (+7%) growth. While the combined banking sector profits declined by around 13% due to higher loan loss provisions (+70%) and lower interest rates, all large banks remained profitable. On average, Qatari banks delivered mid-single-digit total returns to shareholders, above U.S. and European banks.

Aligned to the Qatar Vision 2030, large players in the market have taken steps to further support Qatar’s economic growth, such as the recently announced Masraf Al Rayan and Al Khaliji Bank merger, resulting in the creation of a Top 3 bank in Qatar.

In line with other stock markets, increased share price volatility following the outbreak of COVID-19 resulted in a substantial increase in stock trading volume in the Qatar Stock Exchange (c. 50%, compared to historical average) and increased retail investor participation.

One major silver lining of COVID-19, which will outlast the pandemic, has been an accelerated rate of digitalization processes. This has manifested itself in the financial services industry through an increased adoption of contactless cards, digital payments, digital banking services and QCB’s “Qatar Mobile Payment System” (QMP), which provides a new and safe method for immediate electronic payment.

Do you think the pandemic has affected career opportunities for females? If yes, how?

Research has proven that pandemics do not have a gender-neutral impact and tend to exacerbate pre-existing inequalities. Given the fact that globally, women earn less, save less, and hold less secure jobs, their ability to absorb economic shocks is therefore lower than that of men. As per the UN, of the 1.7 million jobs expected to be lost in the MENA region due to the pandemic, women account for 40% of that number, even though they make up a mere 21% of the labor force. However, it is important to note that while COVID-19 is expected to have disproportionate effects on women and their economic status regionally, in Qatar, the statistics prove otherwise. Data released by the Planning and Statistics Authority illustrate that Qatari women have become more economically active since the pandemic started and an unprecedentedly high number of Qatari females have sought work for the first time in 2020. One

possible explanation is the widespread of remote/ flexible working arrangements, which has allowed for greater female participation as women can more efficiently commingle work with domestic burdens that tend to have a disproportionate impact on them, particularly of childcare. On the other hand, labor flexibility for women can be a double-edged sword as it comes with greater vulnerability in the form of lower job security and wages due to decreased hours. Another reason for the positive direction of Qatari female participation in the workforce is possibly a byproduct of the accelerated rate of digitalization processes. The broader digitalization wave did not only grant women more access to the internet, but it has given them the ability to leverage this opportunity to grow their businesses online or join the labor force with transportation issues and social norms regarding mixed-gender work environments not being an issue anymore.

What do you think needs to change for the financial sector to attract more female leaders?

I think the financial sector has historically been dominated by men, and to combat that, companies in the industry need to be intentional about diversity in the recruiting process, not to simply fill quota’s, but with a deep understanding that numerous studies from reputable experts in the diversity space have shown that organizations led by gender-diverse teams yield better financial results than the industry average. Despite the well-documented benefits of diversity, the representation of women on company boards remains subpar. I believe it is vital to increase women in C-suite roles as it often propels executives to board seats. A significant barrier for women has been the lack of representation in senior leadership roles despite notable achievements recently. For example, QIA is a proud investor of the highly successful financial companies London Stock Exchange and SoFi who both have strong female representation on their management teams and executive boards. Another example is Starling Bank, a leading UK digital bank that QIA recently invested in, which has been founded and is led by Anne Boden, a distinguished banker.

Do you think the recovery from COVID-19 will happen in the next 1-2 years or will it take longer?

The unprecedented level of government stimuli in Qatar and worldwide has gone a long way to alleviate the impact from COVID-19. Qatar is also making excellent progress on the vaccination front, with the expectation of completing the program within the next 3-6 months. In addition, energy

prices are back to pre-crisis levels, which gives the Government of Qatar ample fiscal room to gain traction for robust economic recovery, helped by long-standing strengths such as its high rate of ICT adoption, well planned infrastructure, and robust financial system. Despite forecasts that the aviation industry is not expecting to go back to pre-crisis levels until 2024, nonetheless the successful completion of the National COVID-19 Vaccination Program, coupled with the fast approaching World Cup 2022 should expedite the recovery of Qatar’s tourism and aviation sectors.

Overall, I think the near-term global outlook remains highly uncertain and different growth outcomes are possible at this point. An upside scenario with successful COVID-19 containment and faster vaccination processes could result in accelerated global economic expansion. Contrarily, a downside scenario in which mutations of the virus result in infections continuing to rise and the rollout of vaccines or boosters (if required) are delayed could significantly impede recovery. The pandemic has also intensified risks around debt accumulation, which could hold back growth over the long term in the absence of robust reform efforts. While the global economy seems to have entered a mild recovery, after a 4.3% contraction the previous year, policymakers face tough challenges in public health, central banking, debt management and budget policies to set the foundation for strong and healthy growth.

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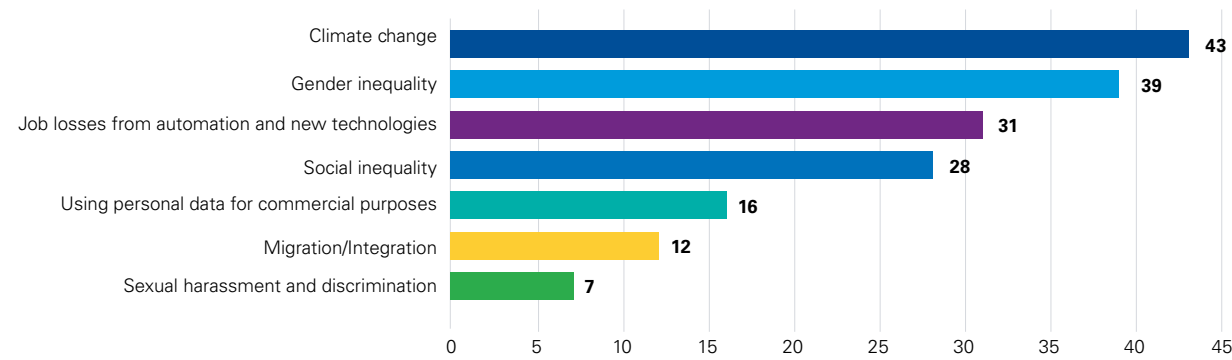
Another perspective –
KPMG 2020 CEO Outlook COVID-19 Special Edition

Earlier this year, CEOs said their organizations have a larger role to play in society. Nearly two-thirds (65 percent) of CEOs said that the public is looking to businesses to fill the void on societal challenges and three quarters (76 percent) agreed that as leaders they are personally responsible for change on societal issues.

This shift from shareholder to stakeholder value is also reflected in the following findings:

- 43 percent of respondents feel pressure from stakeholders to take action to address climate change
- 39 percent believe there is a request to act on gender equality
- 31 percent think stakeholders expect them to act on the issue of job losses due to new automation technologies

Figure 10:
Considering the following global challenges, to what extent do you feel pressure from employees, customers and other stakeholders to take action to address these issues?

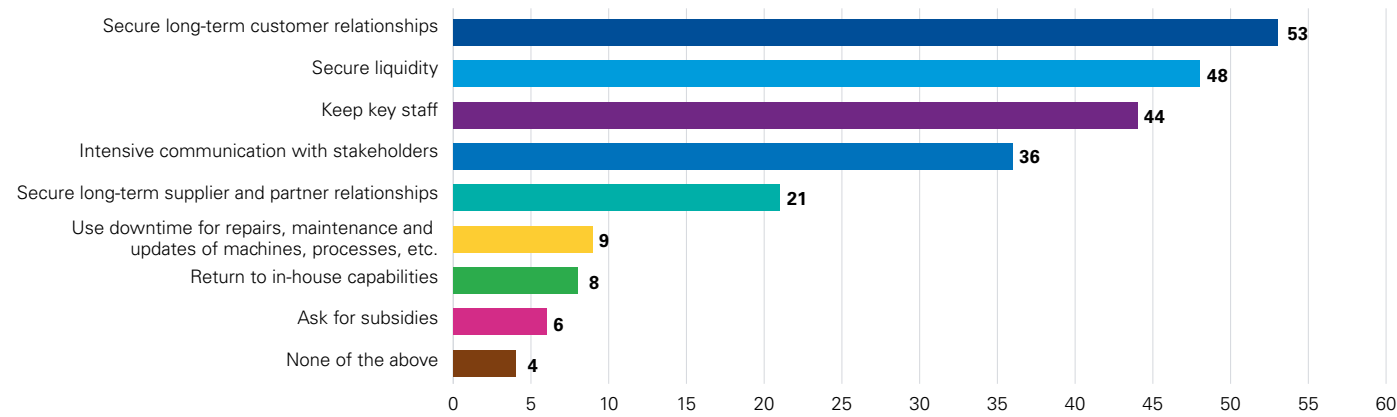


Source: KPMG International, 2020. Figures in percent, rounding differences possible

A stakeholder-oriented strategy has also proven useful for Global Female Leaders in coping with the negative effects of the pandemic. Accordingly, apart from focusing on securing liquidity (48 percent), most respondents choose to take measures toward the following coping factors:

- securing long-term customer relationships (53 percent)
- keeping key staff on board (44 percent)
- communicating intensively with all stakeholders (36 percent)

Figure 11:
Which measures are/have been most important to you in dealing with the effect of the COVID-19 crisis?



Source: KPMG International, 2020. Figures in percent, rounding differences possible

The impact of COVID-19 on the telecom sector



Lana Khachan
Head of Communications & CSR,
Vodafone Qatar

What has been the impact of COVID-19 on the telecommunication industry in Qatar?

The COVID-19 pandemic has brought the importance of the telecommunication industry to the fore like no other event in history. It has highlighted how crucial the sector is to not only keep individuals connected, but also businesses, governments and our societal infrastructure up and running.

People are relying on telecommunications more than ever before, and there has been a huge surge in demand for networking and connectivity technologies to facilitate what our reality now looks like. The increased trends for working from home, remote learning and socially distanced workplaces have all been made possible by the telecoms industry.

But with the increased reliance comes increased scrutiny and pressure on the sector too. Customer experience must match high customer expectations and networks must be sufficiently robust and reliable to keep up with the increased demand.

Do you think the pandemic has affected career opportunities for females? If yes, how?

Gender equality in the workplace is still a goal that we, as a global community, need to actively work towards and the pandemic has been a bump in the road to achieving this goal. Several reports have shown that the pandemic and its economic fallout are having a disproportionate impact on women and their careers; McKinsey calculated that women's jobs are 1.8 times more vulnerable to this crisis than men's, for example.

There are many reasons why this is happening, for instance due to higher levels of unpaid care falling to women over men. But whatever the reason, this is an issue which should be proactively managed and not just observed or ignored.

We believe that technology, in particular network connectivity, has a large part to play in redressing this setback. This might be through facilitating remote access to work and education, to enable mothers and fathers to work

from home whilst their children are being home-schooled via digital platforms, as just one example.

How do you promote gender diversity and equality in your organisation?

We seek to be a company whose workforce reflects the customers we serve and the broader societies within which we operate. We believe that achieving greater gender parity will strengthen our company significantly through understanding the needs of the women, men, families and businesses who rely on our networks and services.

At Vodafone Qatar we're proud to be able to say that we employ women across all areas of our business, including in leadership positions, and we ensure that female team members are paid equally to their male counterparts.

Do you think the recovery from COVID-19 will happen in the next 1-2 years or will it take longer?

Every business has been affected by the fallout from the COVID-19 pandemic in some way or another, but just in the way that everyone's experience of it has been different, their recovery journey will be different too. Some sectors will naturally recover quicker than others, and the pandemic has also brought unexpected growth to some areas as customer demands and behaviours have changed.

We're optimistic that, aided by vaccine rollouts and sustained safety measures, we'll see large sections of our economy recover over the next two years, but inevitably there will be longer-lasting effects that must be acknowledged and addressed.

We're also confident of the role that technology can play in our economic and societal recovery. We've seen that businesses that are already using digital technologies have been able to adapt more quickly to market challenges and that the pandemic has created waves of adoption that signify years' worth of digital transformation in mere months.

The trends for remote working and learning are here to stay and rely on strong network connectivity and digital platforms. The Internet of Things (IoT), 5G and fibre broadband are all examples of technologies that will continue to enable businesses – SMEs and enterprises alike – to achieve and maintain a 'business as usual' status in our 'new normal'.

How has technology helped your industry during last year? The accelerated digitalization that followed the pandemic is thought to be conducive for women empowerment and may potentially become a catalyst for gender diversity in the workplace. What's your view on that? And does this apply to women in Qatar?

The events of last year have shown everybody both how important connectivity is, and how technologies like 5G and IoT benefit all areas of our day to day lives - from keeping in touch with friends and family to operating a socially-distanced workplace.

The pandemic presents an opportunity for governments and society to address the structural issues facing women, which should be reflected in the economic and social programs that are currently being put together. We need to ensure that we are empowering women to be able to fulfil the new jobs that are being created by the shift to a digitalized society, and increased access to education via remote channels is a good example of one way in which we can make this happen.

In Qatar, we are in a fortunate position in that we already have a high proportion of women participating in further education, particularly in STEM subjects. In recent years, 67% of overall graduates have been female and this is a trend that we'd like to see convert into the workplace.

Back

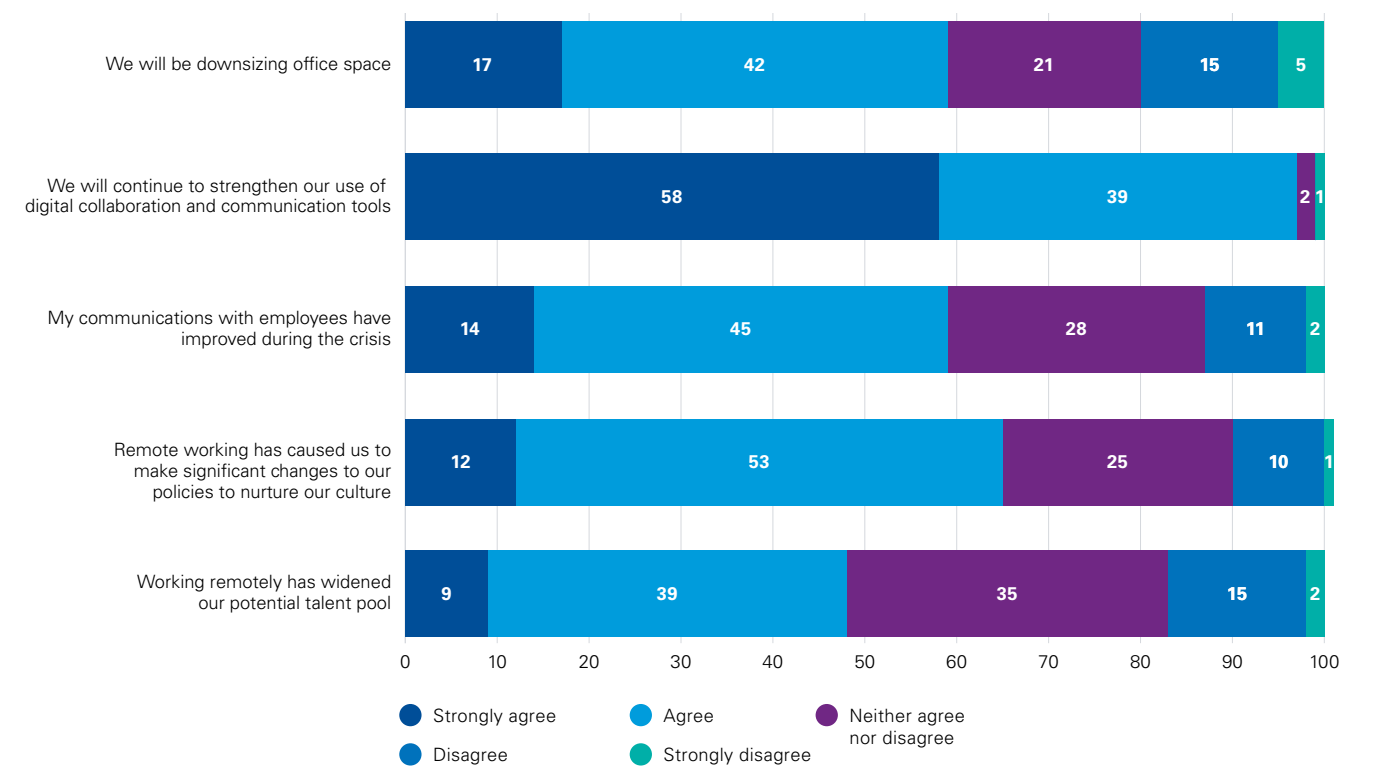
COVID-19: a potential equalizer for gender equality

Evolving working world

From the perspective of Global Female Leaders, the most important change to come from the crisis is the increased use of digital communication and collaboration tools. In fact, 97 percent of respondents say they want to contribute to this digital development. Additionally, 59 percent of the female managers believe that their personal communication with employees has improved during the crisis.

Half of the respondents believe that the talent pool has gotten bigger due to the flexibility that remote working can offer. Indeed, 65 percent of the Global Female Leaders agree or strongly agree with the statement that remote working has caused their company to make significant changes to policy to enable this emerging work culture. In the wake of the rise of remote working, 59 percent of respondents expect a reduction in bricks and mortar office space.

Figure 12: Thinking about impacts that the pandemic has on the world of work, please state whether you agree or disagree with the following statements.



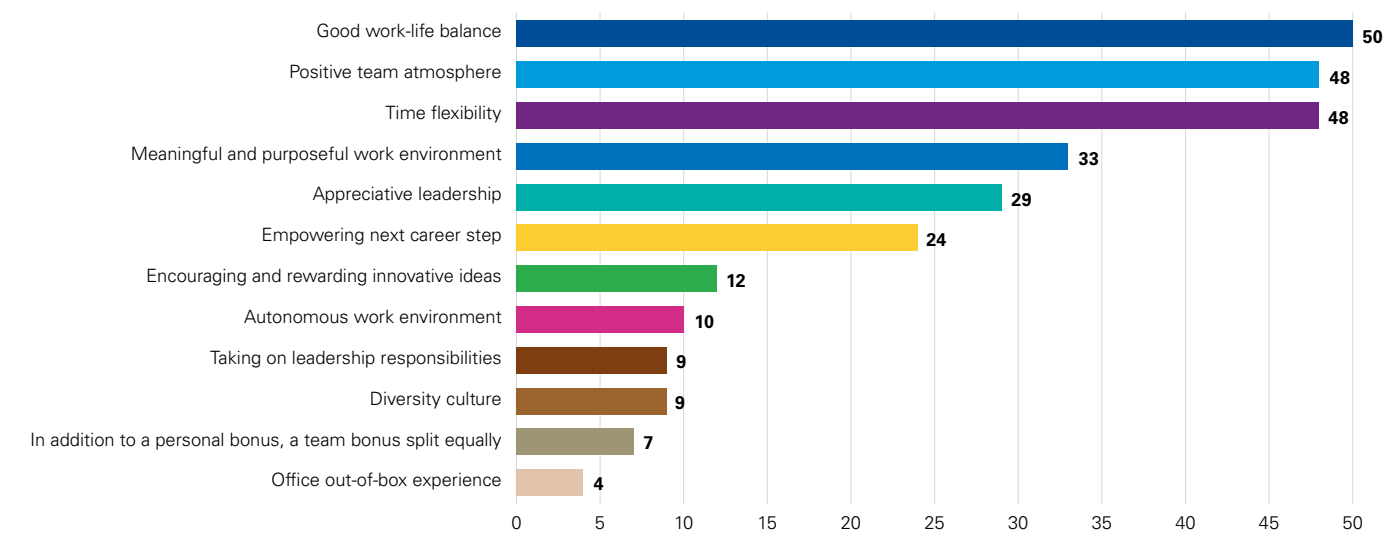
Source: KPMG International, 2020. Figures in percent, rounding differences possible

The growing importance of the workforce is a trend that will continue for years to come. In fact, some developments can already be seen in this area. For instance, the increase in remote working has led to top managers striving for a trust-oriented, rather than a control-based, leadership style. As employees play an increasingly important role in realizing a company’s digitalization strategy, attracting and retaining the right people will pose a key challenge for some industries from a mid- to long-term perspective.

In addition to the remuneration aspect, new incentive systems must be introduced to attract and retain the best people. To overcome this challenge, Global Female Leaders rate the following incentives to be the most relevant:

- good work-life balance (50 percent)
- positive team atmosphere (48 percent)
- time flexibility (48 percent)
- a meaningful and purposeful work environment (33 percent)

Figure 13: Which of the following would you rate as most effective to raise employee satisfaction?



Source: KPMG International, 2020. Figures in percent, rounding differences possible

The first three factors obtained an almost similarly high rating from the respondents. These factors provide an outlook on the new working world from both an employer and employee perspective. While ‘positive team atmosphere’, the highest-ranked incentive of 2019, remains quite high on the 2020 list, ‘meaningful and purposeful work environment’ has been pushed into the background and replaced by ‘good work-life balance’ and ‘time flexibility’. These elements are essential for female leaders, as they reconcile family and professional life.

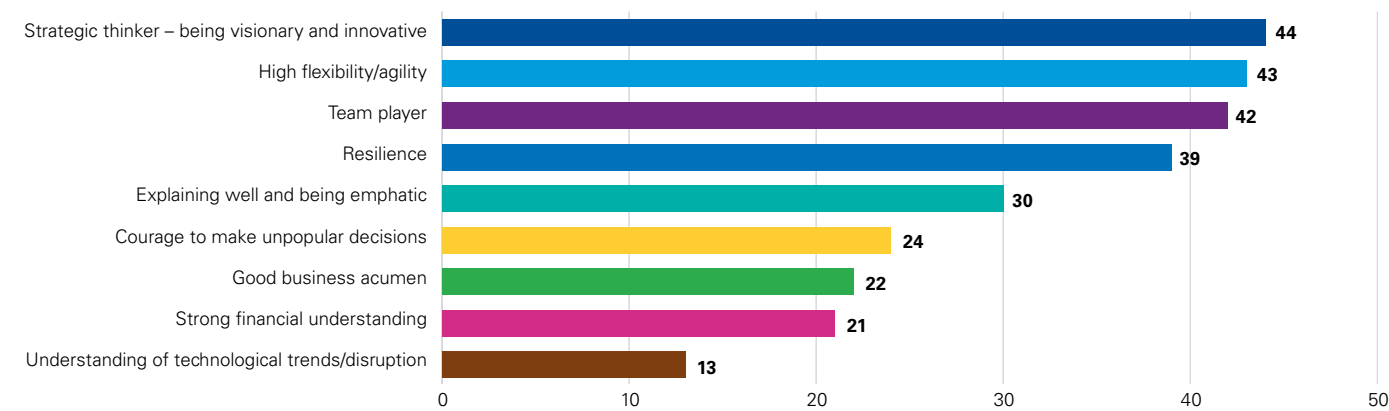
The overall results highlight a development that last year’s survey already indicated, which is that traditional, entrenched incentives, such as ‘taking on a leadership role’, ‘additional team bonus equally split’ or ‘out-of-the-box experience’ are losing their significance.

Retaining the existing workforce, as well as recruiting the next generations of employees is forcing companies to adapt and adhere to these fundamental changes in expectations.

Personal implications

When asked about which personal strengths are necessary to overcome the COVID-19 crisis, Global Female Leaders agreed on similar points: being a strategic thinker – being visionary and innovative is top of the list (44 percent), closely followed by acting with a great degree of flexibility and agility (43 percent) and by being a team player (42 percent). Resilience (39 percent) also plays an important role. All these strengths are essential to achieving success in the new reality.

Figure 14:
What are your personal strengths as a leader (that will help you overcome the COVID-19-crisis)?



Source: KPMG International, 2020. Figures in percent, rounding differences possible

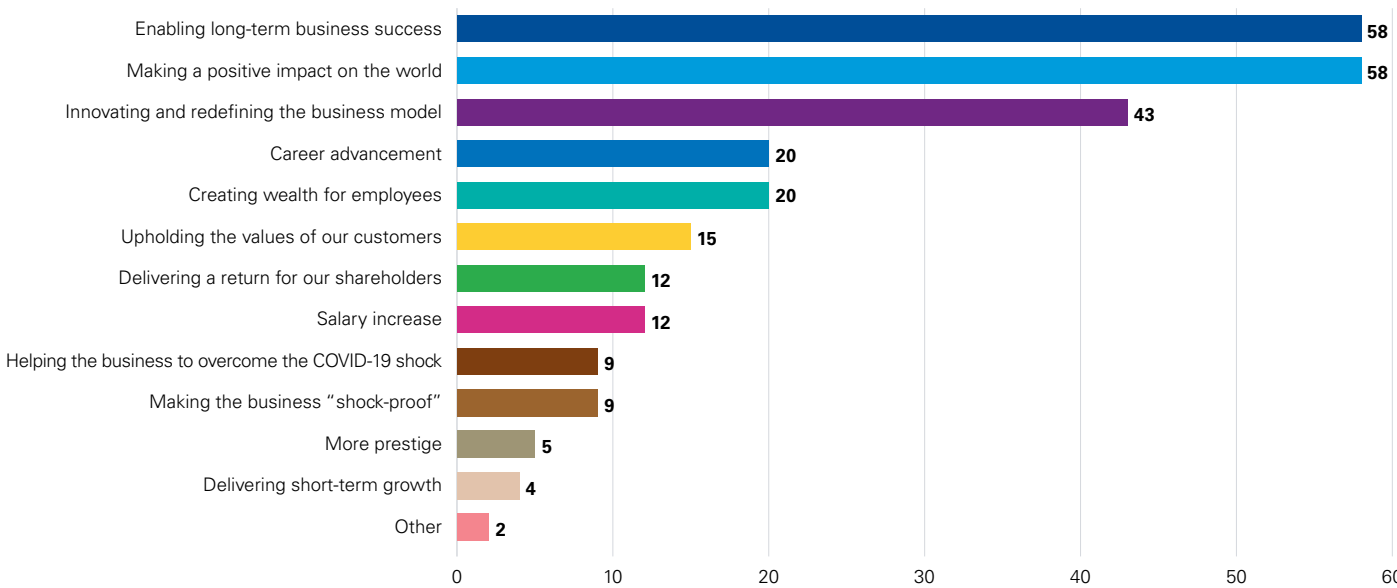
“In an environment where talent risk is a top priority for CEOs, inclusion and diversity will have a significant positive influence on the success of companies and economies alike. Leaders who understand this and who are able to drive flexibility, build inclusive cultures and embed a purpose-led environment in the post-pandemic world will be more attractive to top female talent and provide their organizations with a powerful competitive advantage.”

Nhlamu Dlamu

In addition to these personal strengths, motivation is an equally important success factor in their careers. Global Female Leaders not only aim for ‘enabling long-term business success for their own company (58 percent)’, but also for ‘making a positive impact on the world (58 percent)’.

These two motivating factors are directly followed by ‘innovating and redefining the business model (43 percent)’ and then by both ‘having career advancements’ and ‘creating wealth for employees’ (20 percent respectively).

Figure 15:
What motivates you the most?

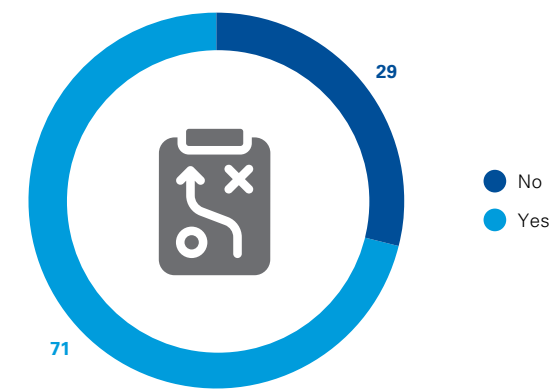


Source: KPMG International, 2020. Figures in percent, rounding differences possible

We also asked Global Female Leaders whether they follow a strategic plan to further their career. Like in 2019 (73 percent), nearly three quarters in 2020 (71 percent) answered ‘yes’.

With the most common areas of responsibility being Strategy, Finance and Operations (see figure 16), our data does suggest that Global Female Leaders also strive for functions that enable the next step to a top management/ C-Level career.

Figure 16:



Source: KPMG International, 2020. Figures in percent, rounding differences possible

The impact of COVID-19 on community development



Machaille Hassan
Al-Naimi
President of Community
Development,
Qatar Foundation

What has been the impact of COVID-19 in community development areas in Qatar?

Fostering social interaction has always been at the core of our community development efforts at Qatar Foundation, and, if anything, this became even more important when the pandemic took hold. We realized how vital it was for us to help people stay connected.

This was where our long-held commitment to digital transformation at QF came into play. Before COVID-19, we already had plans to draw more people to QF's Education City through digital pathways, including a dedicated brand, app, online marketplace, and social media presence. COVID-19 simply accelerated the process of making Education City a digital destination as well as a physical one.

This is how we have been able to continue providing community classes, events, and activities which people can enjoy, learn from, and interact through, in virtual form. And the challenges we faced led to us upping the pace of innovation, thinking even harder about how to maximize our digital offer to engage the public. The pandemic has brought home to us how much more we could do, and how much more we still can do.

Do you think the pandemic has affected career opportunities for women?

From the perspective of working mothers, the pandemic has actually heightened the importance of balancing work and home life, and of both parents being actively involved in their child's daily life.

But, more broadly, the pandemic has compelled employers to think about how they treat their workforce, men and women alike. It's sparked honest employer-employee conversations about work-life balance and how the digital sphere can be maximized for mutual benefit – the meetings we don't need to have because alternatives exist; the extent to which we can be flexible; the fact employees can be just as productive and efficient outside the office environment as within it.

This shift in thinking is one of the real positives to emerge from the pandemic, and I hope that, post-COVID, we do not simply return to the old normal.

How do you promote gender diversity and equality in Qatar Foundation?

QF believes in empowerment through agency. Across our universities, 63 percent of students are female, including half of our engineering students and 60 percent of medical students. Almost 40 percent of QF researchers are female. And women occupy 40 percent of our organization's leadership positions.

But it's not just our numbers; it's our ethos. At QF, we are committed to equality of opportunity, recognizing that every voice, idea, and contribution matters; and that everyone has the potential to be what we call a 'student of change'.

QF's ecosystem of learning means women from Qatar and the region can access a world-class education without having to travel thousands of miles away. Our research and innovation landscape is gender-blind and incredibly diverse, with the only criteria being a passion for developing solutions and making a difference. And Education City offers myriad opportunities for both women and men to learn, explore, connect, and thrive.

We recognize that female empowerment requires social innovation, and we remain committed to dismantling structural inequalities and ensuring women face no obstacles to education, innovation, advancement, and active citizenship.

How has technology helped your area of focus in the last year?

From a community development perspective, it has been transformational. Previously, our focus was on looking to draw people to Education City; now, with our increased digital offer, we are taking Education City beyond its own physical space. It means people don't physically have to visit our Arab Museum of Modern Art, Mathaf, in order to view its collections, or Qatar National Library to take out a book.

Technology allows us to make our environment so much more accessible and focused on the user journey, and to scale our offer beyond Qatar. Worldwide access to technology means our audience, and

our reach, is multiplied many times over. The past year has moved our digitization phase to a new level, further opening up Education City to the world.

The accelerated digitalization that followed the pandemic is thought to be conducive for women empowerment and may potentially become a catalyst for gender diversity in the workplace. What's your view on that? And does this apply to women in Qatar?

I prefer to look at this through the lens of empowering everyone rather than simply empowering women. Technology is an enabler for everyone in the workplace and for the whole of society, and the combination of COVID-19 and increasing digitization has forced us all to rethink how we approach work and the employer-employee relationship.

I feel the result has been greater appreciation of employees as people, and stronger delineation between the office and the home. That empowers everyone, as shown by the increased productivity which proves that being able to deliver doesn't depend on being office-based.

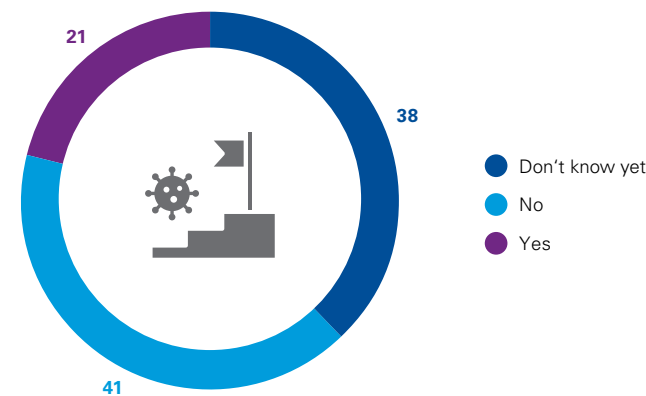
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Career perspectives

Is the COVID-19 crisis a crisis for women? The pandemic has infiltrated their private and professional realm alike, resulting in many of them having to take on the double burden of coping with job and family. Especially the closing of schools and nurseries during lockdowns has had a negative impact on women. In addition, many of the hardest hit industries like tourism and transportation, as well as health and house-hold services, are sectors that typically employ a greater proportion of women.

Despite these developments, a larger part of the participants (41 percent) believe COVID-19 will have no impact on their career, while a lesser number (38 percent) are unsure at the moment whether the crisis will affect their career and lesser still (21 percent) actually believe it will have any impact on their career at all.

Figure 17:
Do you think the COVID-19 crisis will have an impact on your next career step?



Source: KPMG International, 2020. Figures in percent, rounding differences possible

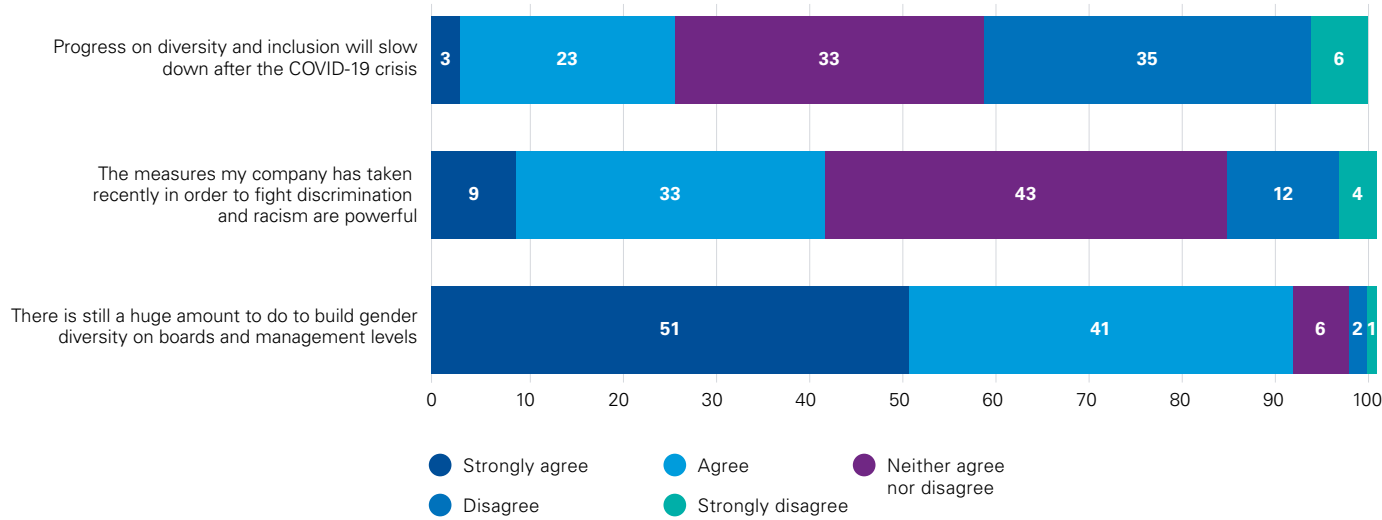
Diversity and inclusion: setback or game changer

The research shows that 41 percent of Global Female Leaders do not expect COVID-19 to slow down progress on diversity and inclusion. Only around a quarter (26 percent) believe there will be a setback after the crisis.

Respondents think even more needs to be done in supporting women to achieve greater parity in the workplace. In fact, 92 percent of Global Female Leaders admit that we are still a long way from gender diverse boards and management teams.

Regarding discrimination and racism, 42 percent of respondents state that the measures their company has recently taken to tackle both issues have had a positive impact.

Figure 18:
Thinking about diversity and inclusion, to what extent do you agree or disagree with the following statements?



Source: KPMG International, 2020. Figures in percent, rounding differences possible

The Impact of COVID-19 on the energy sector



Maryam AL Kaabi
Chief Administration & Personnel Officer,
North Oil Company

Can you tell us a bit about your journey and how you’ve made it to your current leadership position within a traditionally male-dominated sector?

Even though one might think that a male -dominated sector is less attractive and supportive to women, I have found our sector to be very respectful and supportive to women at all levels. It has the maturity and experience to attract women to many career paths.

Over time we have learned more about our sector and embraced what works and what doesn’t. I had male mentors and role models that supported me during my career to reach my current position, and I am grateful to each of them. I would also like to add that the most enduring change begins within.

Sectors like ours are very dynamic and therefore, we need to continually work on the only element we have complete control over, which is ourselves. We must start by owning more of who we are, and what we have to offer. When we do so, we reclaim our own power and learn to thrive in any sector.

Do you think the pandemic has affected career opportunities for females? If yes, how?

A global survey found that nearly seven out of 10 women who experienced negative shifts in their routine as a result of the COVID-19 pandemic, believe their career progression will slow down. While this is true on a global landscape, we can also see some positive outcomes. The pandemic has helped young mothers to become physically present to their children and care for their families.

The virtual scenario, I believe, also enables our employees to see their colleagues as human beings with competing priorities, offering them the opportunity to become more flexible and understanding as work and personal lives overlap. This may extend to being more tolerant of a missed deadline or more understanding of an unconventional work schedule, something we can all learn from this ‘new normal’. Women who are known for their multitasking gifts can now leverage the potential that hybrid working has to offer.

How do you promote gender diversity and equality in your organization?

In NOC, we have initiated a Women in North Oil (WIN) network that creates platforms and avenues to address, discuss and look for solutions to promote the organization’s vision of a more diverse and inclusive work environment. We take gender balance seriously and believe in creating open spaces for engagement and dialogue where common goals of equality are fostered.

What do you think needs to change for the energy sector to attract more female leaders?

I believe we are on the right track. It will take time, but we are certainly getting there.

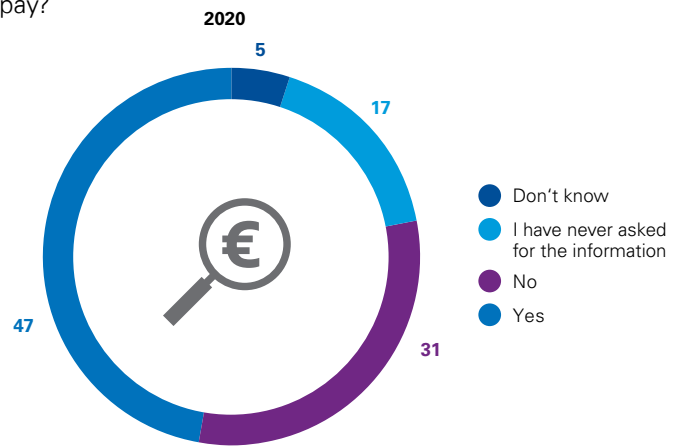
Do you think the recovery from COVID-19 will happen in the next 1-2 years or will it take longer?

The timeline of the recovery from Covid-19 lies on the competing speed of the vaccination in all countries of the world, not only the most developed ones, versus the emergence of new variants – of which we see the impact even here in Qatar. It is therefore difficult to define an end date to the pandemic. It seems more likely that we will have to learn to leave with it, like we are doing now with the seasonal flu.



Another indicator of women’s standing in the workforce compared to that of men is the gender pay gap. Compared to last year, the figures show a small change. In 2020, nearly half (47 percent) of respondents confirmed that their company has transparency regarding equal pay, compared to 40 percent in 2019. Nonetheless, 31 percent are in companies that still do not have transparency. The number of female leaders who did not ask for a salary comparison or weren’t interested in receiving one is the same in both years.

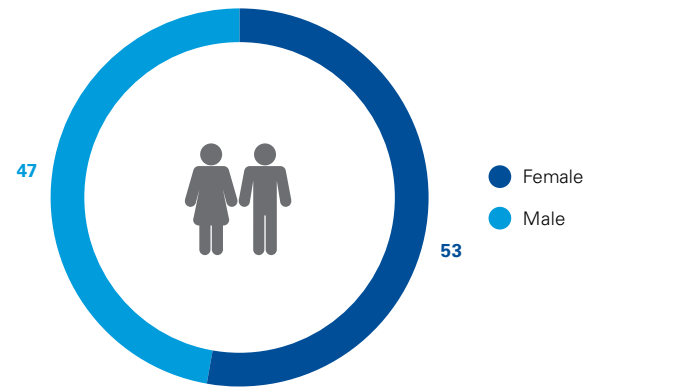
Figure 19:
Do you have transparency in your company regarding equal pay?



Source: KPMG International, 2020. Figures in percent, rounding differences possible

Succession arrangements also play a vital role in improving a company’s gender diversity. Out of all the participants in this year’s Global Female Leaders Outlook, more than half (53 percent) think their successor will also be female. Their job title, and whether our respondents have children or not, has no bearing on the results.

Figure 20:
Is your successor more likely to be male or female?



Source: KPMG International, 2020. Figures in percent, rounding differences possible

Family structures and role models

Family structures and role models are both thought to have a strong impact on female career development.

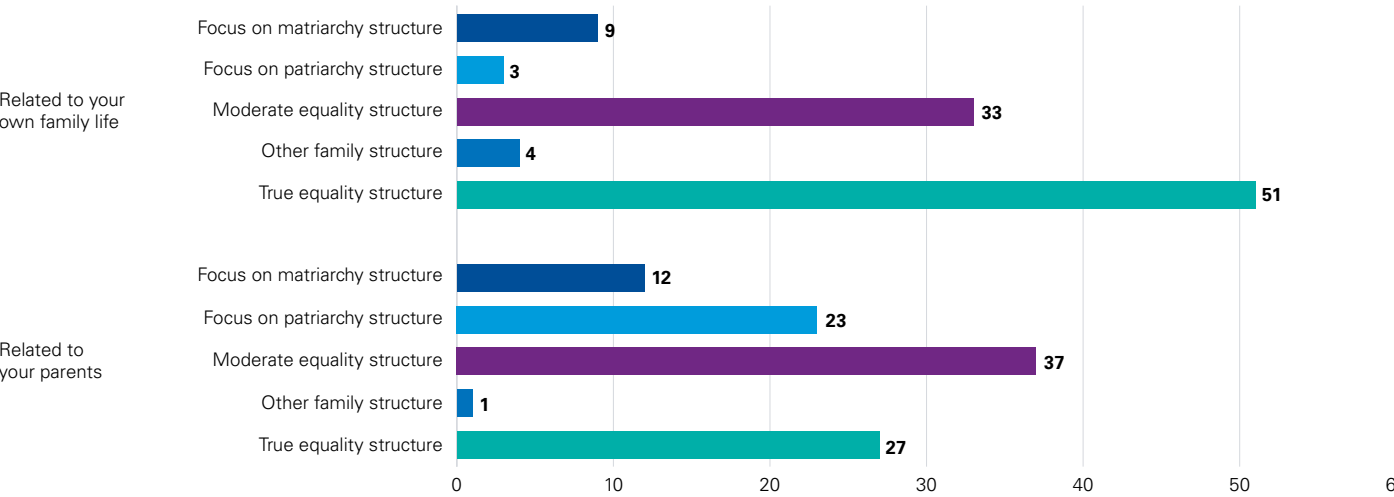
73 percent of Global Female Leaders are mothers and 83 percent of the respondents that have children have had a period of maternity leave. Yet, virtually all respondents (95 percent) carried out maternity leave duties alone, as their partners did not take parental leave.

Another result is the fact that today, more than half (51 percent) of the respondents live in a truly equal family structure, with a further 33 percent living in what could be described as a moderately equal structure.

This finding contrasts with what most of the Global Female Leaders experienced themselves as children, as most parental families were based on a moderately equal structure (37 percent) and some on a patriarchal structure (23 percent). Only 27 percent of Female Leaders experienced a truly equal family structure growing up.

Taking a closer look at the data, 78 percent of respondents who grew up in a patriarch-oriented family structure now live in a truly or at least moderately equal family structure.

Figure 21:
What role models are you used to?



The Impact of COVID-19 on arts and culture



Mona Ahmad Hussain
Deputy CEO of Operations,
Director of Legal Affairs,
Qatar Museums

What has been the impact of COVID-19 on the cultural sector in Qatar?

Sadly, the cultural sector has been severely impacted, in much the same way as other industries have across the globe, due to the COVID-19 pandemic. Obviously, with an industry very much constructed around a physical space, we have had to consider, like other industries, how we can adapt and transform our offerings to really meet the needs of our audiences.

If there is a silver lining for the cultural sector, I would suggest it has been our willingness to adapt and seek out new ways of expression and communication in our outreach. We have accelerated our digital offerings and in many ways are now trying to bring a cultural experience to people instead of asking them to experience it with us on-site. We remain optimistic though – we know the transformative impact art can have in the most dire of situations. During the moments where we have been able to have audiences on-site at our exhibitions, festivals and workshops have been well attended. There will, as always, be work for us to do to encourage participation but overall we expect on-site numbers to rapidly recover once the pandemic is over.

Do you think the pandemic has affected career opportunities for females? If yes, how?

It’s well documented that career breaks can have an impact on career progression for women and I feel that, in a global context, we are seeing a similar impact occurring due to COVID-19. Although in some ways, I think the role of a care giver is being more widely shared as when a family is locked down together, there’s no real choice but to share the load.

It is clear though that there is a trend that indicates a disproportionate effect on women and that is clearly going to be something institutions need to consider as they plan their recovery.

How do you promote gender diversity and equality in your organization?

We aim to be at the forefront of gender diversity and equality. Art and culture need to be accessible to everyone and we need to live those values. Without this, we lose perspective and what we are trying to do won’t resonate.

In a program specific context, the work some of our institutions are doing in this area really does deserve recognition. Mathaf and our public art programme are great examples of how Qatar Museums promotes equal representation and supports artists from diverse backgrounds.

How has technology helped your industry sector in the last year? The accelerated digitalization that followed the pandemic is thought to be conducive for women’s empowerment and may potentially become a catalyst for gender diversity in the workplace. What’s your view on that? And does this apply to women in Qatar?

The impact of the pandemic has really forced us to challenge the notion and construct of a workplace and really assess and understand how we work and understand not only the positives but also the limitations of remote working.

In a sense this has meant we’re less focused on location. We have had to work with staff who have needed to travel for care reasons or have not been able to re-enter Qatar due to illness and that has meant being far more flexible in how we approach our work.

Longer term, I think this could potentially open up more flexible ways of working for the industry as a whole, but that is something we will need to observe over time.

I think I can safely speak for most people when I say that I miss being in an environment where I am with people,

how we balance and potentially plan for the absence of that in the longer term will have an impact on many things including diversity, empowerment and gender.

Do you think the recovery from COVID-19 will happen in the next 1-2 years or will it take longer?

I have a great deal of respect and appreciation for the front-line medical workers and scientists who have worked tirelessly to provide care to all of us over the course of the pandemic. My hope is that we will see some respite soon as vaccination rates increase.

For us it has always been about how we build our audience and reputation, so in many ways we don’t speak of a recovery but test how our existing plans are performing. Qatar is fortunate that we have a series of events over the next two years that will help us promote the country and all it has to offer, but we are also focussed on building out our local programs. In many ways for us, it’s about ensuring the people that are here can take advantage of our acquisitions and magnificent cultural spaces. Our plan has always been to capitalize on organic growth and that hasn’t changed.

Conclusions

COVID-19 is an accelerator for digitalization and ignites change in many areas. Therefore, it could well be a catalyst for gender diversity, especially in the mid- to long-term.

With comprehensive digitalization during the crisis, access to relevant information or learning platforms has become much easier. This might enable more women around the world to get access to education and further professional development and thus, increase their economic power. Another aspect is that many governments seem to acknowledge the importance of diversity to economic success, for example, the Spanish government has set up a decree that companies must pay men and women equally. This measure was implemented to fight recession during the crisis based on the assumption that equal pay will increase total GDP.

The new reality will be shaped by altered stakeholder expectations, resulting in companies aligning their business success to a greater degree with their approach to sustainability, higher engagement in social responsibility (for employees, customers and business partners) but as well in governance aspects.

In a truly challenging environment acting with purpose, creating a positive team atmosphere and leading with a sustainable approach to business will be new success factors. In addition, our comprehensively digitalized world will be built on networks, communities and interfaces in the virtual but also in the real world. The same holds true for strong communication skills and a partnership-oriented approach to doing business, which are areas where many female leaders excel.

New technology and innovation will be the drivers for wealth and growth. As many new technologies are still in their infancy and have only recently become a priority for most companies, it is a good time to become involved and help shape the future.

AI and Automation will be important topics in the years to come. However, there is yet another technology to keep an eye on – blockchain. It has the potential to become the guardian of trust in the digital and AI age, especially in the fields of governance and security. Be open to new technology and, rather than being afraid of it, see it as an opportunity and a chance to shine.

Global Female Leaders do not expect the pandemic to have a strong negative impact on their careers.

If the recession is not weathered by some of the larger global economies next year, the crisis will deepen, which historically often results in large scale job losses – not only for women. Thus, stay vigilant and analyze the situation regularly. There will undoubtedly be new opportunities presenting themselves to those with their finger on the pulse of developments. Think outside of the box - new career prospects might be on the horizon in the environmental, social and governmental spheres. Indeed, women are on the frontline of many of these developments.

New digital communication & collaboration tools support the ability to combine business and family.

Do take advantage of all the possibilities afforded by new communication and collaboration tools - but do not hide at home. Be visible in or out of the office. Find your way to balance remote and physical work. In addition, invest in your internal and external networks. Keep in mind that geographic and time borders mean very little in the digital world where remote working is becoming the norm. Make yourself visible – physical as well as virtual.

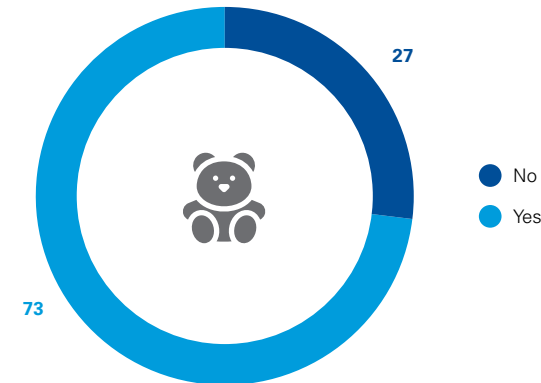
Female role models might lead to the needed cultural change in the mid- to long-term.

Female heads of state like Jacinda Ardern, Prime Minister of New Zealand, and Sanna Marin, Prime Minister of Finland, have coped well with the crisis, resulting in relatively low numbers of casualties in their countries. It is not only these female leaders in politics, we are also seeing more and more in business as well. All of them are very visible as role models for generations to come. Support gender equality wherever necessary but especially in your own company. There probably are processes and structures that can be adjusted there to foster inclusion and diversity.

Methodology

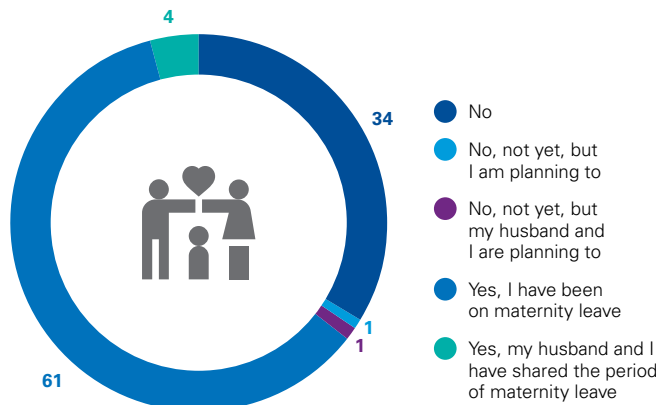
The online survey covers 675 female leaders from 52 countries and was conducted between September and October, 2020. 44 percent of the respondents come from companies that have more than US \$500M in annual revenue.

Figure 22:
Do you have children?



Source: KPMG International, 2020. Figures in percent, rounding differences possible

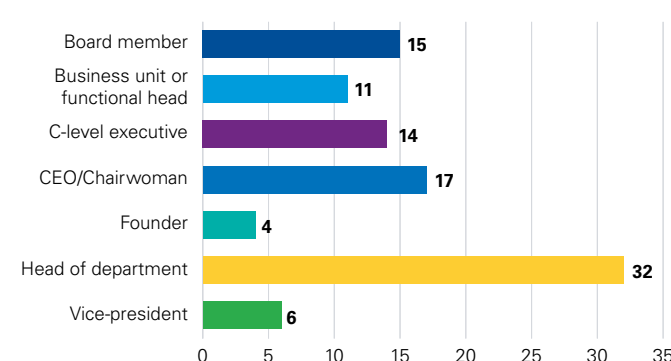
Figure 23:
Have you been on maternity leave?



Source: KPMG International, 2020. Figures in percent, rounding differences possible

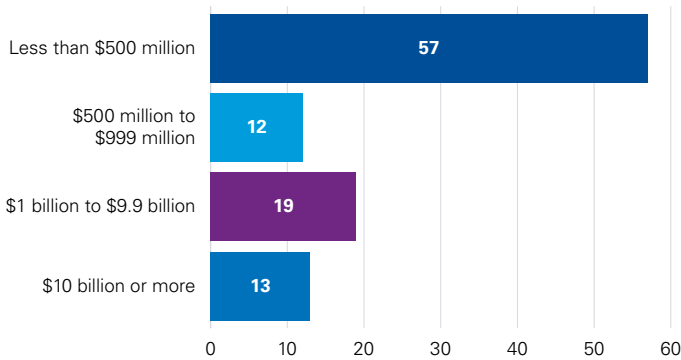
Demographics

Figure 24:
What is your job title?



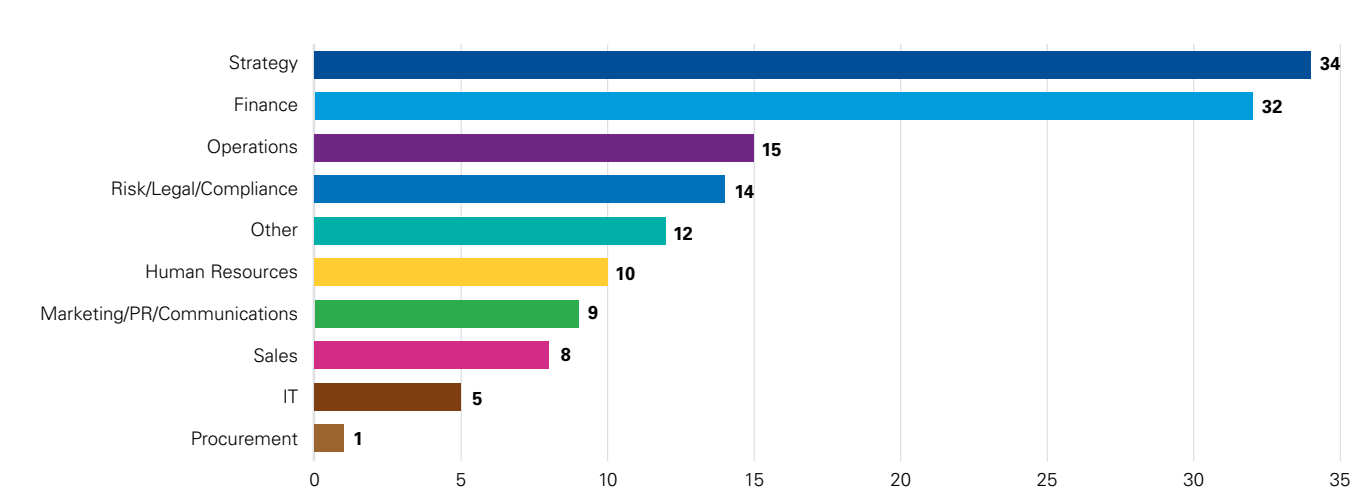
Source: KPMG International, 2020. Figures in percent, rounding differences possible

Figure 25:
What were your organization's revenues (in US dollars) in its most recent fiscal year?



Source: KPMG International, 2020. Figures in percent, rounding differences possible

Figure 26:
What is your current area of responsibility?



Source: KPMG International, 2020. Figures in percent, rounding differences possible

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