



,Dear partners
 As we celebrate Passover and Easter, we wish you and your families a time of growth, renewal, joy and togetherness, a time filled with love and fulfillment. Have a wonderful holiday
 The Initiative team

כל عام ואנכם באלף خير، نتمنى لكم سنة مباركة وقيامه مجيدة،
 عيد فصح محيد.

In the spirit of growth and renewal, we're happy to share our second newsletter with you, presenting a general survey of Initiative activities, recent studies that we believe are relevant to the field of employment and diversity, and to introduce you to our partners



The Initiative is a broad intersectoral partnership - between the forum of leading companies that have rallied to participate in the study and the process of change, the NGO forum, Jewish-Arab business leadership, public-governmental forum, philanthropists, forum of young Arab leaders, and the President's Office

The Initiative, together with its partners, is working toward creating a system-wide, deep, long-term and sustainable breakthrough, integrating Arab employees in the market so that within a decade, 100 of the country's leading companies will join the Initiative and work together to achieve its goals

We believe that the business sector can lead to a system-wide, deep change in the employment of Arab society, while creating a basis for a healthier, more tolerant Israeli society. (Zvi Ziv and Dr. Sameer Kassem – Initiative Co-Chairs)

Initiative pilot and core companies

In 2016, 11 companies entered system-wide, in-depth activity with the Initiative:

Pilot companies: **Osem, Tnuva, Deloitte, Golf, Coca-Cola, Amdocs** – all six companies completed 2016 reaching their goals and placement targets, and are in the process of management approval of their second year work plan and measurable goals

New core companies that started in-depth work with the Initiative in 2016: **Teva R&D, Strauss Water, Strauss Israel, Microsoft, Central Bottling Company**

We are currently toward the end of the diagnostic process and management approval of work plans and measurable goals with three of the companies, and two are in the mapping and evaluation stage

In 2017, we will start system wide in depth work with an additional 10 companies from various industries

Summary – Meeting Goals 2016

Five out of the six companies have achieved and even exceeded the annual goals that they set. We are proud of their admirable work, and delighted to share with you that in 8 months of joint NGOs and Initiative activities, over 500 new employees were recruited

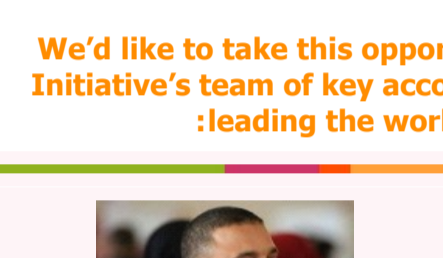
The pilot companies formulated three-year work plans that include qualitative goals retention, advancement, bias workshops, etc.) and quantitative goals (placement.) All the companies go through in-depth, system-wide processes that are based on each organization's individual business case

Colleagues forum

What is a colleagues' forum? A group of managers' leading employees from Arab society that meet on a regular basis several times a year to advance certain objectives, by creating a platform under the direction and guidance of an organizational consultant and under the auspices of the company's HR department

The main objectives: To leverage and strengthen the pillars of the company with Arab society (clients, consumers, and community), the company with employees and candidates from Arab society, and the internal pillar of Arab employees in the company among themselves. All this within the framework of the company's business case, determined as part of the Initiative

Most pilot companies have established a colleagues' forum of leading Arab employees



Osem Colleagues Forum- from right to left
 Hussam Subhi, Nawa Jahshan Batshon, Ibrahim Samara, Isamil Zoabi, Bilal Salah, Isaam Kittane, Firas Said, Muhammad .Shalattah

We'd like to take this opportunity to introduce you to the Initiative's team of key account managers (KAM), who are leading the work in the companies



Ibrahim Samarah

Married to Gdir, father of Omar and .Muhammad, lives in Tira
 Ibrahim holds a degree in Industrial and Management Engineering. He joined the Initiative in April 2016 as a Key Account Manager, and today leads the process with Osem, Golf, Coca-Cola, Teva R&D, and the Central Bottling Company. Prior to joining the Initiative, Ibrahim held several management positions in the business sector, and in the cellular field. Some of his main activities were in leading, building, and embedding business processes in the company, recruitment, training, and retention of human resources, building control mechanisms and streamlining processes. In addition, he worked as a business consultant, accompanying small and medium businesses and building marketing and management plans. Ibrahim established, together with friends, a non-profit organization to help the needy and to advance social welfare activities within Tira. His vision: that within a decade it will be a leading organization in Tira and will deal with other social issues to advance the .quality of life and education in the city
I believe that investment and perseverance in the things I love will bear fruit and show positive .results



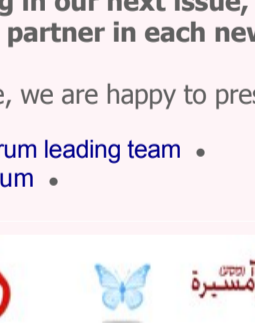
Nadia AbdElal Odeh

Nadia is married to Haitham and lives in Haifa. She studied Human Resources at Haifa University, but gained her most significant experience in the organizations she worked in: she started at Pelephone as a representative, and was quickly promoted to manager of sales centers, from there to human resources and then to training and organizational development. Her last position was Human Resource Manager for the international company Nilit. Nadia is leading the process with Tnuva, .Deloitte, Amdocs, and Microsoft
Your attitude, not your aptitude, will determine your altitude." Zig Ziglar



Shadi Haddad

Shadi is originally from Haifa. He is married to Salma, and they are expecting their firstborn son. He has a BA in Business Administration and is planning to start his master's degree in organizational consulting. He was manager of service centers and sales for a cellular company and managed client portfolios for several companies. Two years prior to joining the Initiative he was manager of a boutique for individually-designed cakes, a hobby that became a profession, **"an interesting and challenging time that I chose to end so I could join an exciting and inspiring initiative "**
 Shadi joined the Initiative staff in January 2017 in the belief that to make changes in the bi-national society there has to be an active arm in the field. In light of his experience in the sphere of candidates and in many organizational cultures, he views his participation as valuable for both sides, both employer and employee. Shadi leads the work .with Strauss Israel and Strauss Water



Hannan Talham

Hanan is originally from Usfiyya and today lives in Haifa. She has a degree in hotel management and a BA in sociology and education. Hannan worked for 12 years in hotels as deputy manager of human resources and reception manager. In 2009, she left the field of hotel management and moved to the third sector, as consultant for placement and diversity in Kav Mashve, and coordinator of activities for Arab society in the nonprofit organization Shiur Acher (A Different Lesson). In March 2017, Hannan joined the Collective Impact Initiative as account manager. Hannan volunteers and is a social activist .primarily in the Catholic Church

Meet our partners:

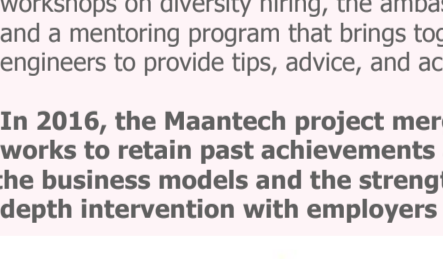
The Initiative's eco-system works strategically to provide effective solutions for employers

A long- term breakthrough is only possible with system-wide, synchronized, and transparent cooperation, centered on a common agenda, objectives, and goals to create a breakthrough in the employment of Arab society. The eco-system includes: the employers leading the process of internal change in the organizations; Arab society; tens of NGOs, various government agencies, the President's Office, philanthropists in Israel and abroad, and relevant professional .business agencies

Starting in our next issue, we will feature an in-depth view of one .central partner in each newsletter

This time, we are happy to present to you the NGO:

- NGO Forum leading team •
- NGO Forum •



New NGOs that joined the Initiative's broad NGO forum: Click each logo to .read more

Maantech project

Launched in 2011, initiated by Cisco and then President of Israel the late Shimon Peres, as a coalition of more than 50 hi-tech companies committed to recruiting Arab engineers into their ranks and as a coalition of four NGOs- Kav Mashve, .Tapuach, ITWorks, and Tsopen

The long-term objective of Maantech is to close the gaps between Arab and Jewish society in hi-tech so that the number of engineers will reflect their distribution in the .population

The project operates on several levels: preparatory workshops for employment, workshops on diversity hiring, the ambassadors program to locate Arab students, and a mentoring program that brings together veteran engineers with starting .engineers to provide tips, advice, and accompaniment

In 2016, the Maantech project merged with the Initiative. The Initiative works to retain past achievements and in 2017 will focus on integrating the business models and the strengths of the Initiative partners in the in-depth intervention with employers



Recent studies

The issue of diversity and inclusion as one of the "hottest topics" on CEOs .decks in 2017

Once a year, Deloitte conducts a large, comprehensive survey of 10,000 managers in the business field and in HR management, in 140 countries. This survey brings the main trends and challenges in the field of human capital. One of the topics is diversity and inclusion

The Israel Religious Action Center – "Holistic Health - The Israeli health .system as a model for co-existence of Jews and Arabs

The public health system in Israel is an isolated island where there is true co-existence" between Arabs and Jews, and which can be a model for other areas of Israeli society. This is the bottom line from a report recently published by the Israel Religious Action Center, based on tens of in-depth interviews with policy makers and ordinary workers, Jews and Arabs, in .the public health system
 (by Ronny Linder-Ganz, The Marker)

:Conferences

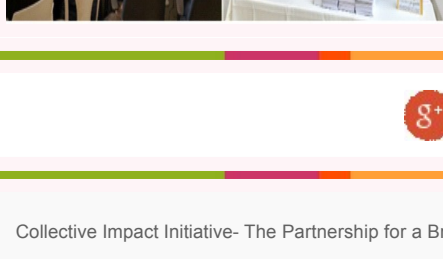


Learning session: Organizational development and diversity hiring

Organizers: Interdisciplinary Center – Psychology Department, the Israeli Forum for Diversity Hiring, and IPPA. Participants: employers, organizational consultants, and NGO representatives. .Took place 1.3.2017

The Initiative participated in a professional panel that examined how to create a tri-sector partnership to advance employment from Arab society in the business sector. Panel speakers told the audience about the Initiative, their roles, about managing the process of change from their point of view, and about the process of managing the change, the process of working with the companies, opportunities and .challenges, and success stories

Panel participants from right to left: Sharon Katz - HR Deloitte Israel, Aylon Slater - Initiative organizational consultant, Nadia Abdelal Odeh- Initiative account manager, Nawa Jahshan Batshon - head of Initiative .network of organizational consultants



Tsofen conference

In March, Tsofen organized the technology employment fair for Arab society, in cooperation with Maantech. Four hundred graduates and students from across the country attended, and 25 .hi-tech companies participated



Alfanar conference

Last week, a big employment fair was held in Umm al-Fahm, initiated and organized by our partner Alfanar! Tens of employers participated and hundreds of job seekers from the area attended