



FRENCH EMIRATI WOMEN COMMITTEE

10 YEARS OF EXCELLENCE & EMPOWERMENT



FOREWORD



**HH Dr. Sheikha Shamma Bint
Mohammed bin Khalid Al Nahyan**
Honorary President



Mrs. Françoise Niemtchinow
Honorary President

"The journey of the UAE-French Women's Committee is a profound and moving invitation to rethink the meaning of partnership and what it truly means for women to be present as a force capable of reshaping the landscape. Throughout its years of operation, the committee has opened a humanitarian and intellectual window between the UAE and France, allowing them to share a mutual belief that the future of societies is forged by the capacity for respect, listening, integration, and turning diverse experiences into a sustainable impact.

The upcoming phase calls on us to transition from asking, "How many initiatives have we launched?" to more profound questions, most importantly: **"What impact have we left behind?" and "How many women have found greater confidence here to make their voices heard and a grand opportunity to showcase their capabilities?"**

In reality, the UAE-French Women's Committee is a platform that awakens in women the essence of solidarity, knowledge, mentorship, advocacy, and partnership—meanings that transcend mere ceremonial celebrations to enter the practical reality of driving transformation.

To every woman with us, I say: Your story is not an isolated, individual experience; rather, it is part of a collective memory in the making. Every time you take a step forward with confidence, you give another woman the courage to begin. The future responds to those who participate in creating it.

Dr. Shamma Mohamed Khalid Al Nahyan
Emirati Researcher in Social and Cultural Security, Visiting Professor at the Higher Colleges of Technology for Women, and Visiting Professor at United Arab Emirates University

Since its inception in 2015, the French Emirati Women Committee (FEWC) has stood as a beacon of collaboration and professional excellence. What started as a vision to bridge two cultures has evolved into a powerful network of C-level executives, entrepreneurs, and visionary leaders.

Over the last decade, and specifically through the transformative years of 2023–2025, we have witnessed an unprecedented growth in our community. Our mission remains clear: to achieve professional gender equality and to ensure that women are vital partners in the economic development of the UAE.

This report is more than a report; it is a celebration of the milestones we have reached together and a roadmap for the future we are building, where French and Emirati business synergies create limitless opportunities.

Françoise Niemtchinow
Spouse of the Ambassador of France to the UAE
Executive Coach

| EXECUTIVE SUMMARY

The French Emirati Women Committee (FEWC) of CCI France UAE has, between 2023 and 2025, evolved from a small interest group into a multi-stakeholder platform orchestrating over 30 events and engaging more than 2,000 participants. Drawing on internal minutes, this report reveals both the committee's significant achievements and the structural constraints that must be addressed to ensure its long-term sustainability.

KEY FINDINGS

Growth in membership and diversity: The core committee expanded with Emirati representation rising, including the appointment of a high-profile Emirati Honorary Co-President.

Robust activity portfolio: The committee organised 10 major actions in 2024 and another 10 in 2025, spanning large-scale forums, quarterly networking sessions, thematic Suhoors, site visits, a new Youth Initiative, and policy roundtables with the European Union and UN Women.

Network Growth & Engagement: Through growing number of collaborations with the local businesswomen ecosystem across the UAE and –open to members and to public– events, the committee was able to grow its audience significantly and ensure constant attendance

Flagship Forum trajectory: The Inter-Businesswomen Councils Forum grew from a pioneering 200-participant event in 2023 to a 300-participant high point in 2024, but fell to 100 participants in 2025, with minutes citing a “problem of engagement from business councils”.

Youth engagement breakthrough: The launch of the FEWC Youth Initiative in 2025, including a CEO-style roundtable at Ardian, received exceptionally positive feedback for its dynamism and intergenerational mix.

Sponsor loyalty: Five core sponsors (TotalEnergies, EDF, Chalhoub Group, Nuvia, Ardian) have renewed their support consistently, indicating sustained corporate trust.



MAIN CHALLENGES

No systematic impact measurement: The committee does not yet track automatically concrete outcomes such as business deals, career progressions, or mentorship success rates.

Balanced Representation: The core committee has a majority of French and francophone women.



RECOMMENDATIONS

- 1. Implement a lightweight impact-tracking system:** capture repeat attendance, mentor-mentee progress, and career/ business outcomes via short quarterly surveys. Publish an annual Impact Report to demonstrate value to sponsors and partners.
- 2. Redesign the Inter-Businesswomen Forum:** conduct a partner survey to diagnose engagement, and a smaller, high-level format.
- 3. Expand and institutionalise the Youth Initiative:** establish a permanent Youth Task Force, extend activities to Northern Emirates, and link the programme with federal and French Youth Initiatives and university career centres and alumni.
- 4. Diversify the sponsor portfolio:** actively approach Emirati companies to balance the current French-majority sponsorship and strengthen the committee's local anchoring.
- 5. Formalise mentoring from the start:** adopt a structured timeline, designate a coordinator, and set clear check-in points.

INTRODUCTION

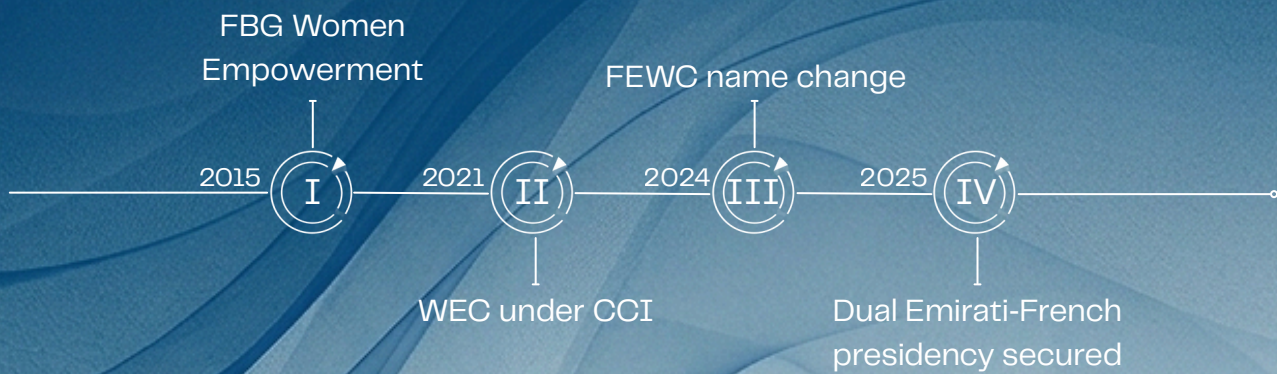
MANDATE AND MISSION

The French Emirati Women Committee (FEWC) describes itself as “a UAE platform for French & Emirati businesswomen & entrepreneurs & graduates.” Its formal mission, as stated consistently in committee documents since 2022, rests on four pillars:

- To act as a French-Emirati committee, bridging Emirati and French institutions.
- To function as a federal group, linking women in business across all emirates, whether from corporate environments or entrepreneurial ventures.
- To support women’s successful business leadership.
- To anchor and help grow women’s role as vital partners in the economic, social, and cultural development of the UAE.

Since 2024, the committee has explicitly framed these objectives within the global Sustainable Development Goal 5 (Gender Equality), positioning its work as part of the UAE’s wider gender-balance agenda.





HISTORY: FROM FBG WOMEN EMPOWERMENT TO FEWC

The committee traces its origin to 2015, when it was founded as the FBG Women Empowerment Committee by Mrs. Geneviève Miraillet, spouse of the then-Ambassador of France to the UAE, under the French Business Group Abu Dhabi (FBG). Following the merger of FBG with French Business Council, it was renamed the Women Empowerment Committee (WEC). In February 2024, the core committee approved a further transition: the name became the French Emirati Women Committee (FEWC), a deliberate shift from “empowerment” to a bilateral identity that better reflects the UAE’s own achievements in gender equality and the committee’s French-Emirati DNA.



LEADERSHIP AND PATRONAGE

Since 2015, the committee has operated under the patronage of 2 Honorary Presidents: An Emirati influential woman and the spouse of the Ambassador of France to the UAE. The current French Honorary President is Mrs. Françoise Niemtchinow, an executive coach. In 2024-2025, the committee successfully secured a high-level Emirati Honorary Co-President: HH Dr. Sheikha Shamma bint Mohammed bin Khalid Al Nahyan, Chairperson of the Board of Directors of the Sheikh Mohammed bin Khalid Al Nahyan Cultural and Educational Institutions. This dual presidency underscores the committee's institutional anchoring in both the French diplomatic network and the Emirati leadership landscape.

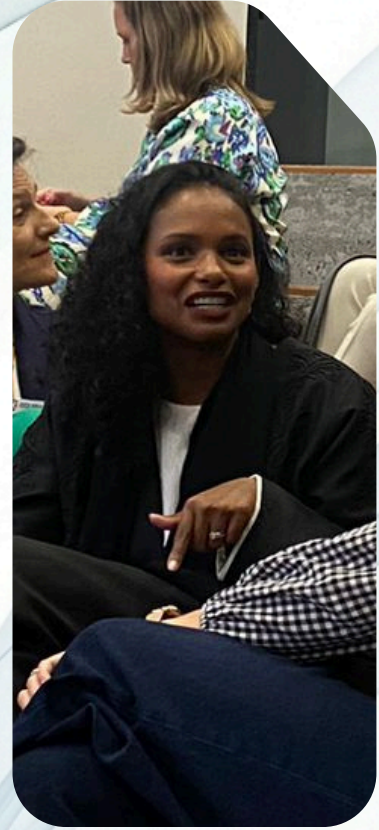


TARGET AUDIENCE

The FEWC's activities are directed at a diversified female audience:

- French, Emirati, francophone and francophile women in executive or managerial roles in the private and public sectors.
- Women entrepreneurs and founders.
- Recent graduates and university students, with a growing focus on young professionals (25-35 years).
- Internal women's networks within large corporations (e.g., TotalEnergies' TWICE, Veolia's HAYYA).

This multi-layered audience shapes the committee's event portfolio, which ranges from high-level inter-business council forums to intimate youth roundtables and university mentoring programmes.

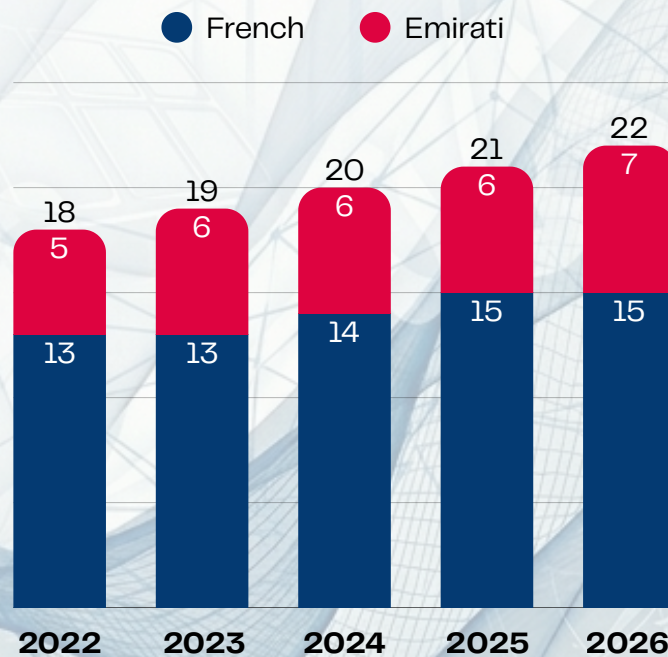


EVOLUTION OF THE COMMITTEE

The FEWC has undergone measurable evolution in composition, institutional anchoring, and partner network over the three years under review. What began as a predominantly French membership group with limited Emirati representation has gradually shifted toward a more balanced bilateral structure – a stated goal in multiple committee minutes.

CORE COMMITTEE SIZE AND EMIRATI REPRESENTATION

Internal documents track the following membership figures:



While the numbers fluctuate slightly due to professional relocations and new appointments, the overall trend shows a rise from 5 to 7 Emirati members, and a core committee size stabilised at around 21. The committee's own internal benchmark, aiming for a 50/50 French-Emirati representation, remains an acknowledged target for 2026 and beyond.



SPONSORS: STABILITY AND ROTATION

The committee has managed to retain a core bloc of corporate sponsors, which provides financial predictability. The evolution is as follows:

2022



2023



2024



2025



2026-2030?

This continuity suggests a robust relationship with a select group of French and French-linked enterprises. However, minutes from late 2025 and early 2026 explicitly note a desire to attract Emirati companies as sponsors to balance the portfolio.

EXAMPLES OF INSTITUTIONAL COLLABORATIONS

The committee's network expanded significantly. Notable collaborations active between 2023 and 2025 include:



HONORARY PRESIDENCY

A landmark institutional achievement was the appointment of HH Dr. Sheikha Shamma bint Mohammed bin Khalid Al Nahyan as Emirati Honorary Co-President, effective 2024-2025, joining the longstanding French Honorary President, Mrs. Françoise Niemtchinow. This dual patronage strengthens the committee's legitimacy with both French and Emirati stakeholders and aligns with the rebranding to a “French Emirati” identity.



ACTIVITY ANALYSIS

Between 2023 and 2025, the French Emirati Women Committee delivered a consistent stream of public-facing actions, evolving from a handful of thematic events to a diversified portfolio of ten annual activities. The following analysis draws on internal minutes and event reports to map the committee's activity by type, volume, and participation trends.

Inter-Businesswomen Councils Forum in collaboration with Abu Dhabi, Dubai and Sharjah Businesswomen Councils

The flagship annual gathering, launched in November 2023, bringing together the major UAE businesswomen councils under a thematic half-day conference.



Business Connect

Networking evenings, open to all. From 2025 onward, these sessions incorporated short workshops, pitch elevator sessions.

Suhoor

An annual Ramadan evening hosted at the Residence of France in Abu Dhabi, structured as a moderated panel discussion on a socially relevant theme.



Site Visits

Exclusive tours of strategic industrial or scientific sites (space centre, renewable energy plants), often co-organised with CCI France UAE sectoral committees.

Youth Initiative

A new strand launched in 2024-2025, aiming to engage professionals aged 25–35 through roundtables and dedicated networking.



Panels and Roundtables

Topic-specific discussions co-organised with diplomatic, academic, or multilateral partners (EU, UN Women, French Consulate).

Duo Mentoring Programme for students

A structured one-to-one mentoring scheme with Sorbonne University Abu Dhabi, initiated in late 2025 and set to begin in early 2026.





THE FORUM TRAJECTORY: A CAUTIONARY HIGH POINT

The Inter-Businesswomen Councils Forum illustrates both the committee's convening power and collaboration power with the local businesswomen councils.

- 2023 (1st edition), Abu Dhabi Chamber: 200 attendees, 20 speakers, 3 panels on sustainable economy themes.
- 2024 (2nd edition), Abu Dhabi Chamber: 300 attendees, 15 panelists, expanded format with a live business-case solving session on "The AI Revolution: Reimagining Work, Policy, and Skills".
- 2025 (3rd edition), Sharjah: 100 attendees, two panels and a fireside chat. The venue shifted to Sharjah (Your Space, Al Jada) and the theme was "Driving Impact Through Sustainable Systems, Connected Communities, and Human-Centric Growth."
- 2026: The committee will extend the reach to more local businesswomen councils, from emirates which are not represented yet.



YOUTH INITIATIVE: A HIGH-IMPACT LAUNCH

The most notable success of the period was the launch of the FEWC Youth Initiative. In September 2025, the first event, "What if you could sit at your CEO's table?", drew 25 young professionals for an open roundtable discussion at Ardian's offices. Led by a senior managing director and a Mubadala principal, the session explored feminine leadership, work-life balance, imposter syndrome, and mentorship. Minutes record positive feedback: "very dynamic, everyone participated in the discussion, a nice mix of nationalities and generations." A dedicated Youth Task Force (2 Emirati, 2 French members) was formed, with plans for further activities in 2026 such as a Wellbeing Festival.



MENTORING THE YOUNG GENERATION:

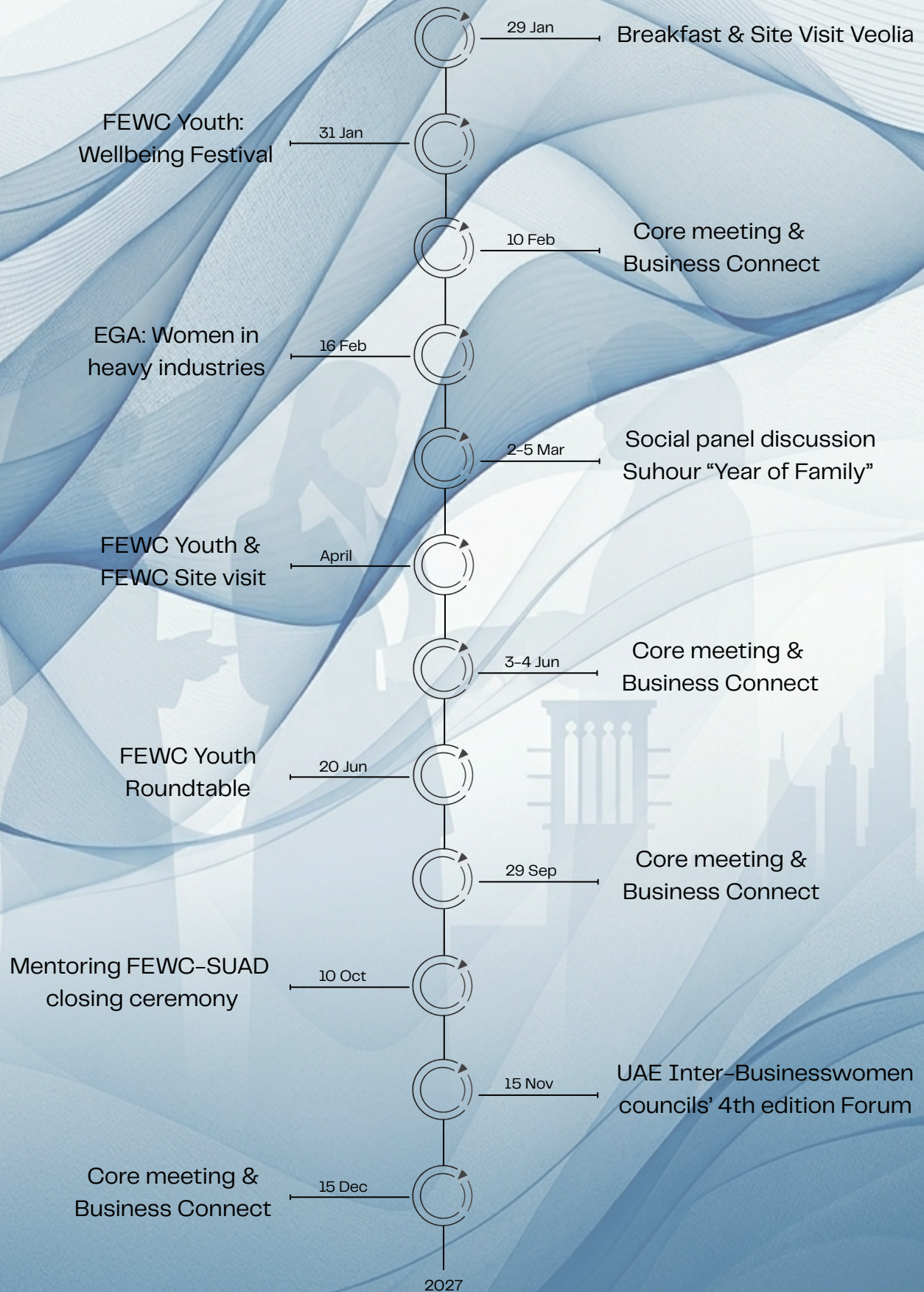
The 2025-2026 mentoring programme with Sorbonne University Abu Dhabi was designed with a formal matching process, a clear timeline (March–September), and a small initial cohort of 6 female duos, supported by FEWC committee members. As of February 2026, mentee applications had been received and screening was underway.

OTHER ACTIVITIES

- Suhoor moved from a general networking format to a structured panel format from 2024 onward, attracting 60 attendees each year and engaging high-profile panellists from both Emirati and French entities, from NGOs, to startups, to MNCs, making a social impact.
- Business Connect networking evenings consistently achieved growing external participation, peaking at 120 attendees in September 2024 when 10 Dubai business councils joined. In 2025, workshop elements (e.g., “The Work-Life Equation”, “Mind the Gap – Generations at Work”) were introduced, a trend intended to deepen value beyond networking.
- The joint roundtables with the EU (2024) and the Women in STEM Forum at SUAD (2024) embedded the committee in broader policy conversations on gender equality and technical education.
- The 2025 solar-park site visit at Al Dhafra, co-organised with CCI France UAE’s Construction and Energy sectoral committees, attracted 40 attendees and demonstrated the value of linking the FEWC’s gender-equality mission with technical and industrial content. The EGA-FMC Challenger Programme roundtable in early 2026 similarly bridged the women-in-industry theme with heavy-industry stakeholders.



PROJECTION 2026-2027





STRATEGIC GOALS

- Increase Emirati representation toward 50% in the core committee, with a “sectorial approach” to member recruitment (targeting FMCG, construction/industrial, tech, healthcare, real estate, and logistics).
- Deepen the Youth Initiative by expanding to more events and possibly linking with local programmes.
- Secure Emirati corporate sponsors to balance the sponsor portfolio.
- Strengthen the existing collaborations and develop others.



| CONCLUSION

Over the past three years, the French Emirati Women Committee (FEWC) has evolved into a vital platform for connection and inspiration across the UAE business landscape. By diversifying its event formats and strengthening institutional partnerships, the committee has successfully bridged the gap between corporate leaders and the next generation of talent through its 2025 Youth Initiative.

As the FEWC looks toward 2026, the focus shifts from event organization to institutional impact. By implementing robust metrics, scaling regional outreach, and diversifying its support base, the committee is poised to move beyond networking to become a measurable force for women's economic participation in the UAE, while maintaining the personal connections that define its success.



APPENDIX: EVENTS TABLE 2023–2025

Date	Event Name	Type	Attendees	Partners	Sponsors	Key Outcome / Issue
Mar 20, 2023	EGA Roundtable – Women in Heavy Industries	Roundtable	n/a	EGA, UN Women, NAMA, ADNOC, TAQA, etc.	n/a	Brainstorming for women-in-industry network; high institutional interest
Apr 2023 (Ramadan)	Suhoor on Social Innovation in CSR	Panel & networking	n/a	Tally&Co, Etihad Airways, CMA CGM, The Food Engineer, Rabi3	n/a	Hosted at Residence of France; theme on social innovation
Nov 13, 2023	1st UAE Inter-Businesswomen Councils Forum	Forum	200	ADBWC, SBWC, DBWC	n/a	First edition; 20 speakers; panels on financial literacy, tech, business opportunities
Dec 11, 2023	FAB X WEC Panel Discussion – COP28	Panel	60	FAB, Nuvia, EDF, Cartier	FAB (host)	Growing women's role in sustainable entities; good discussion quality

Date	Event Name	Type	Attendees	Partners	Sponsors	Key Outcome / Issue
30 Jan – 1 Feb 2024	EU Delegation Roundtables on Women in the UAE	Roundtable	n/a	European Union Delegation	n/a	Brought together stakeholders; identified collaboration areas EU-UAE
Feb 27, 2024	FEWC Core Meeting + Business Connect Dubai	Networking	54	n/a	n/a	First public networking event; 85 registrations; improvement: need more diverse audience
Mar 20, 2024	Suhoor – Youth Societal Empowerment	Panel & networking	50	Etihad, SUAD, EGA, ENGIE, startAD, Bel, Chalhoub, Mubadala	n/a	9 speakers; dynamic panel format; positive feedback on quick panels
Apr 25, 2024	Site Visit – MBR Space Center	Site visit	40	MBR Space Center	n/a	Access to strategic site; discussions on business collaboration
Apr 23, 2024	Joint Meeting with ADBWC – Business Councils Launch	Meeting	n/a	ADBWC + 7 business councils	n/a	Launched collaboration to connect business council communities
May 28, 2024	FEWC Core Meeting + Business Connect AD	Networking	80	7 business councils (American, Australian, Canadian, etc.)	Engie (event sponsor)	Pitch session format; positive networking; caution: avoid bar area/alcohol with ADBWC
Sep 24, 2024	FEWC Core Meeting + Business Connect Dubai	Networking	120	10 Dubai business councils	EDF (representative Alexandra Taleva)	Largest Business Connect; 30-min pitch session; potential for sponsorship
Nov 21, 2024	2nd UAE Inter-Businesswomen Councils Forum	Forum	300	ADBWC, SBWC	n/a	Half-day; 2 panels + live business-case solving + fireside chat; 15 panelists; highest attendance
Nov 26, 2024	Core Meeting + Business Connect Youth Edition	Networking	27	n/a	n/a	First youth-dedicated networking; feedback: rare opportunity, intimate setting
Nov 27, 2024	Women in STEM Forum – SUAD & EU	Forum / Panel	n/a	Sorbonne University AD, EU	n/a	Career talks; launch of Women in Sciences Association GCC

Date	Event Name	Type	Attendees	Partners	Sponsors	Key Outcome / Issue
Jan 23, 2025	Cross-Committee Site Visit – EDF Al Dhafra Solar Park	Site visit	40	CCI Construction & Energy Committees	EDF?	Largest single-site solar park; cross-committee synergy
Feb 25, 2025	Business Connect Dubai	Networking & workshop	70	Spanish, Italian, Dutch business councils	n/a	Workshop “Work-Life Equation”; networking
Mar 13, 2025	International Women’s Day Panel – AF Dubai	Panel	60	French Consulate, Business France, Alliance Française	n/a	Co-organised; women professional paths
Mar 18, 2025	Suhoor AD – Year of Community in Business	Panel & networking	55	Emirates Foundation, ADNOC, Tally&Co, MBZUAI, Sorbonne, etc.	n/a	11 panelists; themes: inclusivity, community engagement
May 22, 2025	Exclusive Core Committee Workshop – EQ for Leadership	Workshop	Core only	Sidonie Aubert, EDF Renewables (host)	EDF?	Exclusive workshop; closed to core members
May 27, 2025	Business Connect AD	Networking & workshop	75	ADBWC, Spanish, Benelux, Canadian, British councils	Engie (sponsor)	Workshop “Mind the Gap – Generations at Work”; presentation of Engie’s Darbi graduate program
Sep 18, 2025	Youth Initiative Roundtable – “What if you could sit at your CEO’s table?”	Roundtable	25	Ardian (host), Mubadala	Ardian	First Youth event; dynamic, good intergenerational mix; very positive feedback
Oct 6, 2025	Business Connect AD	Networking & workshop	38	n/a	n/a	Workshop “The Energy of Time”; structured networking
Nov 24, 2025	3rd UAE Inter-Businesswomen Councils Forum – Sharjah	Forum	100	SBWC, ADBWC	n/a	Shift to Sharjah; 2 panels + fireside chat; drop in attendance; “engagement problem” noted
Dec 8, 2025	Panel & Networking – Mapping Talent, Engaging Youth (Consulate)	Panel	50	Consulate General of France, CCI France UAE	n/a	In French; 4 panels; private sector, youth, HRDs, universities; goal to create collaboration platform

APPENDIX: ABBREVIATIONS

Abbreviation	Definition
ADBWC	Abu Dhabi Businesswomen Council
B2B	Business to Business
CCI France UAE	Chambre de Commerce et d'Industrie Française aux Émirats Arabes Unis (French Chamber of Commerce and Industry in the United Arab Emirates)
CEO	Chief Executive Officer
COP28	28th Conference of the Parties (2023 UN Climate Change Conference)
DBWC	Dubai Business Women Council
EDF	Électricité de France (French electric utility company)
EGA	Emirates Global Aluminium
EU	European Union
FAB	First Abu Dhabi Bank
FBG	French Business Group (predecessor organisation of CCI France UAE in Abu Dhabi)
FEWC	French Emirati Women Committee
GCC	Gulf Cooperation Council
KSA	Kingdom of Saudi Arabia
MBR Space Centre	Mohammed Bin Rashid Space Centre
NAFIS	Emirati Talent Competitiveness Council programme (federal Emiratisation initiative)
SBWC	Sharjah Business Women Council
SDG5	Sustainable Development Goal 5 (Gender Equality)
STEM	Science, Technology, Engineering, and Mathematics
SUAD	Sorbonne University Abu Dhabi
UAE	United Arab Emirates
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WEC	Women Empowerment Committee (former name of FEWC, used until early 2024)



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