





## About Funds@Work AG

- We are a research based strategy consultant, focussing on the investment industry, with strong implementation skills. We have completed more than 150 projects in 14 countries since 2001 and in this context developed new solutions and entire organizations, having been involved in numerous market entry and expansion projects, and consulted in take over activities within our industry
- Among our clients are mainly asset management companies (including ETF providers) and fiduciary managers, portfolio managers, stock exchanges, technology and information providers, and other relevant entities of the asset management industry's value chain. We focus on those that provide solutions and platforms for investors
- As part of our unparalleled market intelligence process we cover among others over 13,000 institutional investors across our core and strategic markets, i.e. those that use the products and services of our clients. In this context we use model-based screening processes but also (social) network analysis and visualization to get deep insights into market participants' needs and motives as well as their relationships
- We use those insights in developing better strategies with our clients and implementing those strategies wholistically, including marketing, sales, and communication (Agenda Setting) related activities in the relevant target markets and groups





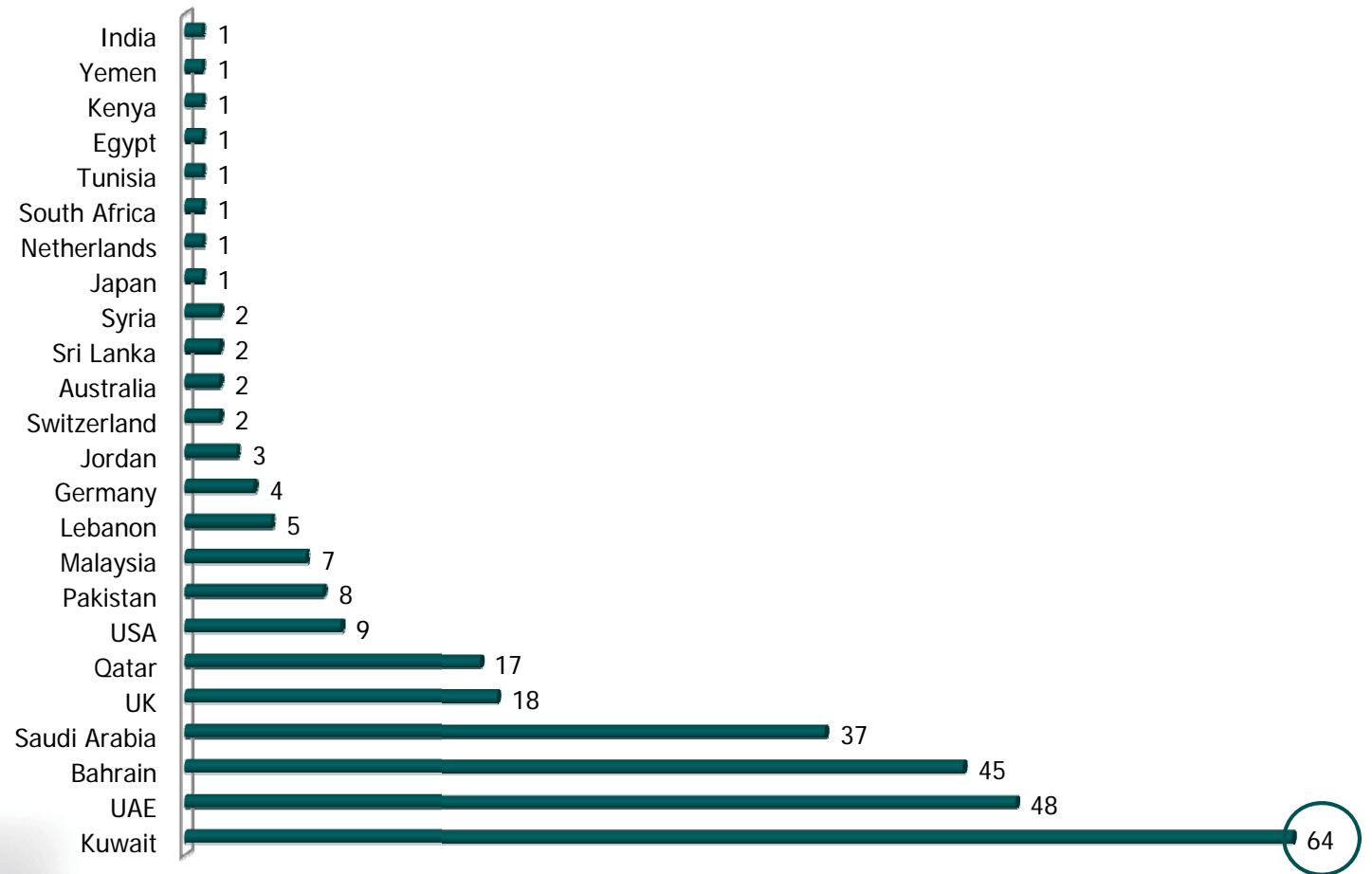
## Our Shariah Scholar Research

- When we laid the foundation for our network analysis in the Islamic finance industry, in 2008, looking at Shariah scholars and their board memberships, we fuelled a big move towards greater transparency and governance in the industry
- In the meantime our research, which has been driven in parallel by our founder Murat Ünal's academic involvement at IE Business School in Spain ([www.ie.edu](http://www.ie.edu) – formerly Instituto de Empresa), has moved further to incorporate a variety of new factors. *This executive summary is now based on 1054 board positions linked to 291 institutions, occupied by 221 scholars*
- As in the previous studies we have used network analytic techniques and a rigorous scientific methodology to screen over 2000 institutions, mainly financial services companies such as banks, asset management companies etc. We specifically looked for those dedicated to Islamic Finance or offering Shariah compliant products and tracked their scholars by analyzing among others official documents such as audit reports, annual reports, news feeds and thousands of other sources consistently, triangulating our sources, and using appropriate cross checks
- Our latest report offers a variety of new perspectives which we have not touched upon in earlier versions, giving unparalleled insights for the benefit of all market participants
- Going forward and having created a unique database of links, we are now planning to engage stronger with the Islamic finance community and integrate our network data into Zawya's Islamic Instruments' database ([www.zawya.com](http://www.zawya.com)). This will allow unparalleled insights for academics and practitioners alike into the involvement of scholars at companies but also at product level (such as over 1000 sukuk)





## Number of Companies covered in the report and their geographic dispersion



Shariah scholars with exposure to the Gulf Cooperation Council (GCC), including their international board memberships

The 24 countries represent the country of origin of the companies to which they have exposure through their board memberships. The numbers indicate the institutions linked to the country. 64 e.g. are Islamic finance institutions from Kuwait

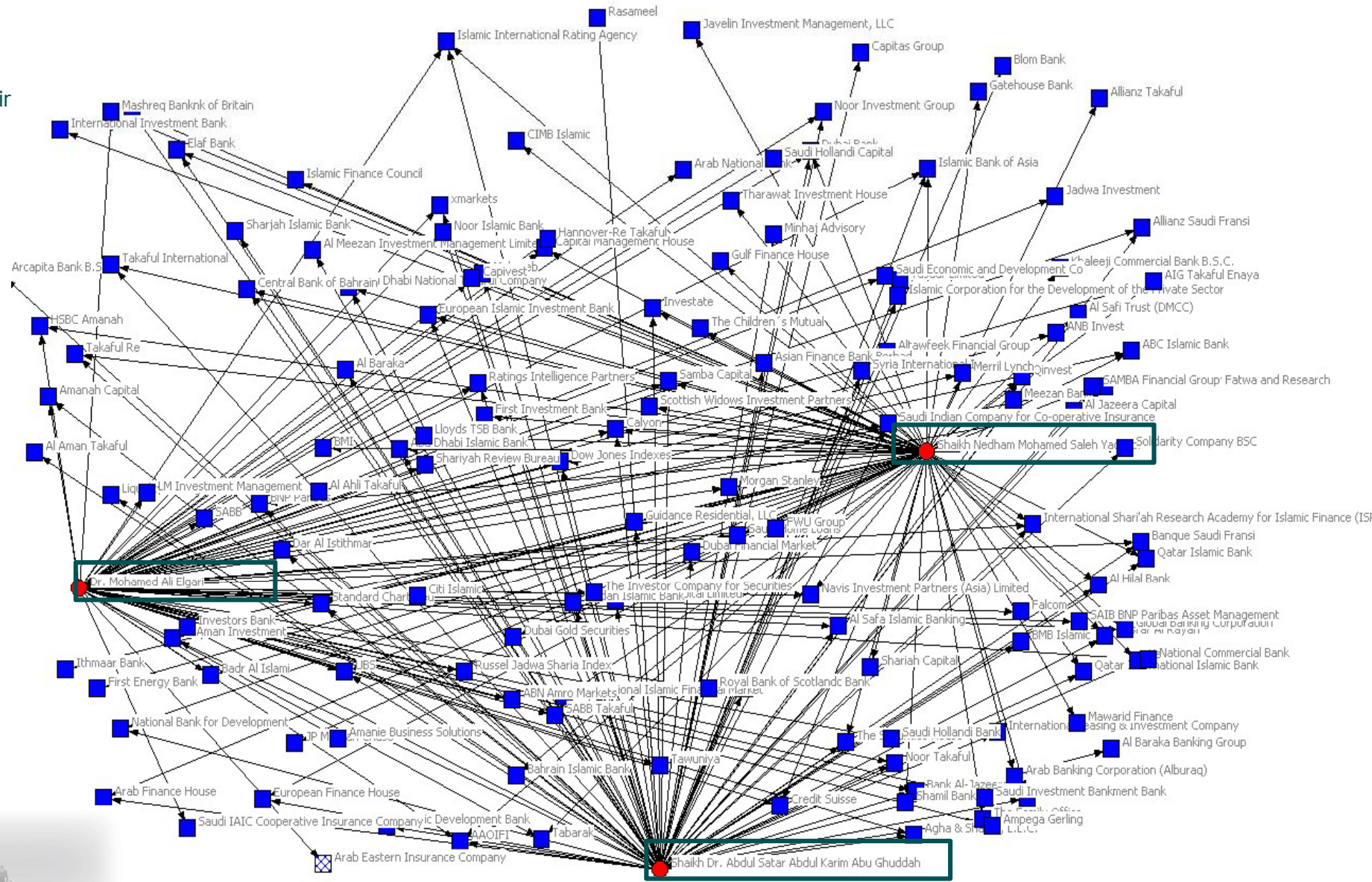
Non-corporates such as international organisations (e.g. AAOIFI) are not included in this overview





The top 3 scholars and their institutional as well as cross links, making up 20,9% (i.e. 220 board positions) of the available universe

Sheikh Nizam Yacoubi, Dr Abu Guddah, and Dr. Ali Elgari





Top 10 Scholars by chairman positions make 67% of all chairman positions

Although Sheikh Ahmad Bazie Al-Yaseen sits on 13 boards, he is chairman at almost all of those boards

Dr. Mohammad Daud Bakar, who occupies 38 positions, is not in one board listed as chairman

Name of the scholar	Number of Chairman Positions	Number of Positions at International Organizations	Number of Corporate Positions	Number of Overall Positions
Shaikh Dr. Abdul Satar Abdul Karim				
Abu Ghuddah	21	5	72	77
Dr. Hussain Hamid Hassan	21	3	29	32
Sheikh Abdullah Sulaiman Al Manee'a	20	4	34	38
Sheikh Ahmad Bazie Al-Yaseen	12	0	13	13
Shaikh Nedham Mohamed Saleh Yacoubi	10	6	72	78
Justice Muhammad Taqi Usmani	9	3	14	17
Dr. AbdulAziz Khalifa Al-Qassar	9	0	38	38
Dr. Mohamed Ali Elgari	8	3	62	65
Dr. Ali Mohuddin Al'Qurra Daghi	7	5	26	31
His Eminence Dr. Youssof Al Qaradawi	5	2	6	8

As chairmen play a vital role within the board from the view of decision making, it makes a lot of sense to consider the above information. Age and seniority, apart from other factors, of course play a crucial role and this overview neatly addresses these points

Although Sheikh Yacoubi e.g. has most of the board positions, chairman positions are rather occupied by others, and he is ranked no 5 in terms of chairman positions. Chairmen on the other hand will certainly play a crucial role in the assembly of their boards

Prominent scholars will predominantly occupy more chairman positions in their home country rather than outside their core market





Top 10 Scholars by Exposure to non corporates (such as standard setters and central banks)

The top 10 scholars make 41,4% of all board positions at international organizations

Dr. Ahmad Ali Abdulla, who ranks no 38 by overall board positions and Sheikh Mohamed Ali Al-Taskheri, who ranks no 46 by overall board positions, are more prominent in this chart due to their membership in international organizations

Dr. AbdulAziz Khalifa Al-Qassar (No 4) and Dr. Essa Zaki Essa (No 9 by overall board positions) are not as active in non-corporate institutions, and therefore do not show up in this list

Name of the scholar	Number of Positions at International Organizations	Number of Corporate Positions
Shaikh Nedham Mohamed Saleh Yacoubi	6	72
Dr. Mohammad Daud Bakar	6	32
Shaikh Dr. Abdul Satar Abdul Karim Abu Ghuddah	5	72
Dr. Ali Mohuddin Al'Qurra Daghi	5	26
Sheikh Abdullah Sulaiman Al Manee'a	4	34
Dr. Hussain Hamid Hassan	3	29
Justice Muhammad Taqi Usmani	3	14
Dr. Mohamed Ali Elgari	3	62
Dr. Ahmad Ali Abdulla	3	3
Sheikh Mohamed Ali Al-Taskheri	3	1





## Results in a nutshell

### The top 6 out of 221 scholars

- 1) Sheikh Nedham Yacoubi (78 positions)
- 2) Shaikh Dr Abdul Sattar Abu Ghuddah (77 positions)
- 3) Dr. Mohamed Ali Elgari (65 positions)
- 4) Sheikh Abdullah Sulaiman Al Manee `a (38 positions)
- 5) Dr. Abdulaziz Khalifa Al-Qassar (38 positions)
- 6) Dr. Mohammad Daud Bakar (38 positions)

**make up at least 31.7% of the entire universe of almost 1054 board positions.**

Again we say „at least“ as many of the scholars are active for consulting companies which on the other hand cater for the needs of banks, real estate companies, mutual fund as well as asset management companies, and others, which ultimately leads to a higher exposure of individual scholars through consulting activities and one time services

Among the Consulting companies mentioned are the ones like Dar Al Sharia, Al-Rayah, Minhaj Advisory, or Dar Al Istithmar





## Results in a nutshell continued

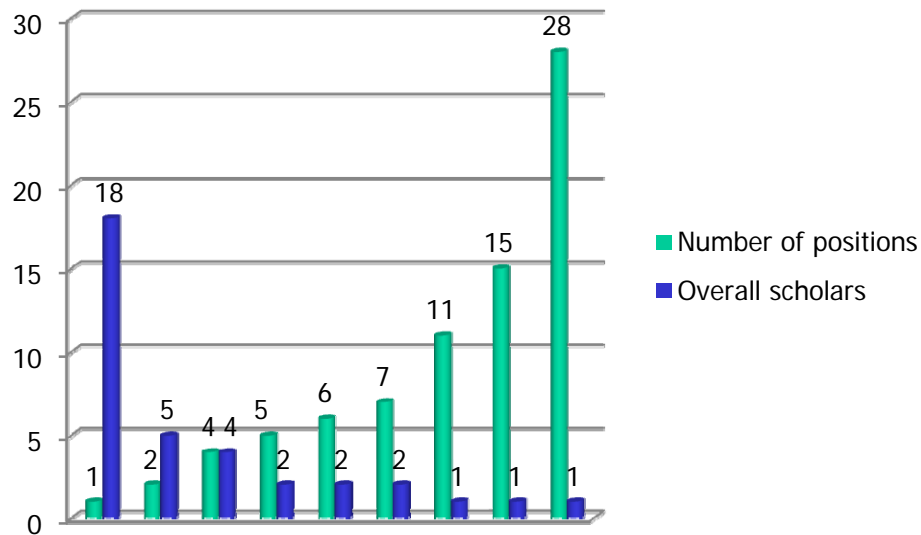
Non-corporates such as international organisations (e.g. AAOIFI) are not included in this overview

- The top 6 scholars in **Bahrain** (out of 36 scholars) make **55.22%** of all positions (134 board positions)
- The top 6 scholars in **Kuwait** (out of 47 scholars) make **48,68 %** of all positions (228 board positions)
- The top 6 scholars in **Qatar** (out of 26 scholars) make **56,10%** of all positions (61 board positions)
- The top 6 scholars in **Saudi Arabia** (out of 39 scholars) make **60,94%** of all positions (128 board positions)
- The top 6 scholars in the **UAE** (out of 35 scholars) make **50,91%** of all positions (165 board positions)
- The top 10 scholars in the whole of the **GCC** (out of 132 scholars) make **46,23 %** of all positions (716 board positions)
- The top 10 scholars **internationally (ex GCC)\*** - out of 93 scholars active both within and beyond the GCC - make **51,68%** of all positions (238 board positions)
- The country by country or regional perspective gives insights into the relevant scholars, most exposed to financial services companies in the relevant markets





## Results in a nutshell BAHRAIN



The top 6 scholars in Bahrain (out of 36 scholars) make 55,22% of all corporate board positions (134 board positions). We also indicate the number of their chairman positions. As mentioned earlier the top local scholar typically also holds the highest number of chairman positions

	Number of Chairman Positions	Number of Overall Board Positions
<b>Top 6 Bahrain (out of 36)</b>		
<b>Shaikh Nedham Mohamed Saleh Yacoubi</b>	6	28
<b>Shaikh Dr. Abdul Satar Abdul Karim Abu Ghuddah</b>	3	15
<b>Dr. Mohamed Ali Elgari</b>	2	11
<b>Dr. Fareed Mohammed Hadi</b>	0	7
<b>Shaikh Osama Mohammed Bahar</b>	1	7
<b>Sheikh Abdullah Sulaiman Al Manee'a</b>	5	6
<b>Overall number of positions</b>		74
<b>Percentage of all positions in Bahrain</b>		55,22%

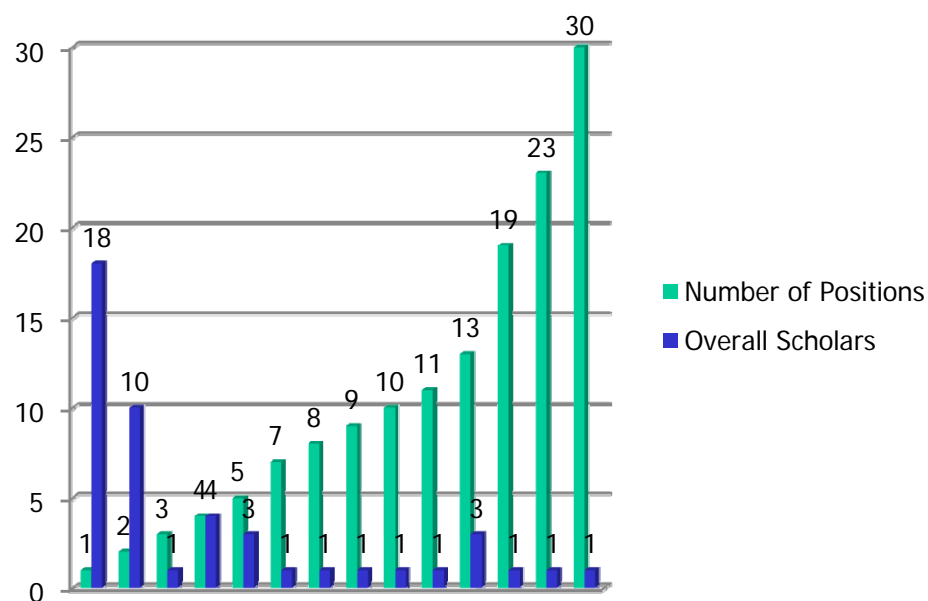


As you can see in the graph, 18 scholars only occupy one board position, and 5 two board positions. This is again by no means a normal distribution and there is certainly potential for integrating those much better! This is a pattern that we will see throughout the next slides. A fact that contradicts the myth of a „lack of scholars“



## Results in a nutshell **KUWAIT**

The top 6 scholars in Kuwait (out of 47 scholars) make 48,68 % of all positions (228 board positions)



	Number of Chairman Positions	Number of Overall Board Positions
<b>Top 6 Kuwait (out of 47)</b>		
Dr. AbdulAziz Khalifa Al-Qassar	8	30
Dr. Essa Zaki Essa	3	23
Sheikh Dr. Khaled Mathkour Al-Mthkour	3	19
Sheikh Ahmad Bazie Al-Yaseen	12	13
Sheikh Dr. Mohammed Abdul Razaq Al-Tabtabae	2	13
Shaikh Dr. Esam Khalaf Al-Enezi	3	13
<b>Overall number of positions</b>		<b>111</b>
<b>Percentage of all positions in Kuwait</b>		<b>48,68%</b>

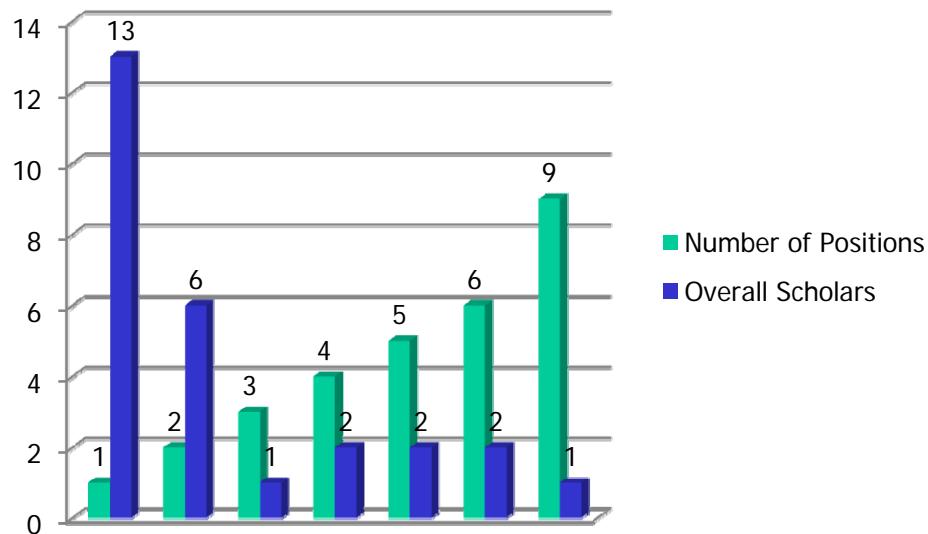
As you can see apart from Dr Al-Qassar none of the top scholars is among the leading in Kuwait, it is a rather closed shop .  
Looking at the chairman positions of Sheikh Al-Yaseen, you certainly get a feeling for his seniority within the system





## Results in a nutshell QATAR

The top 6 scholars in Qatar (out of 26 scholars) make 56,10% of all positions (61 board positions)

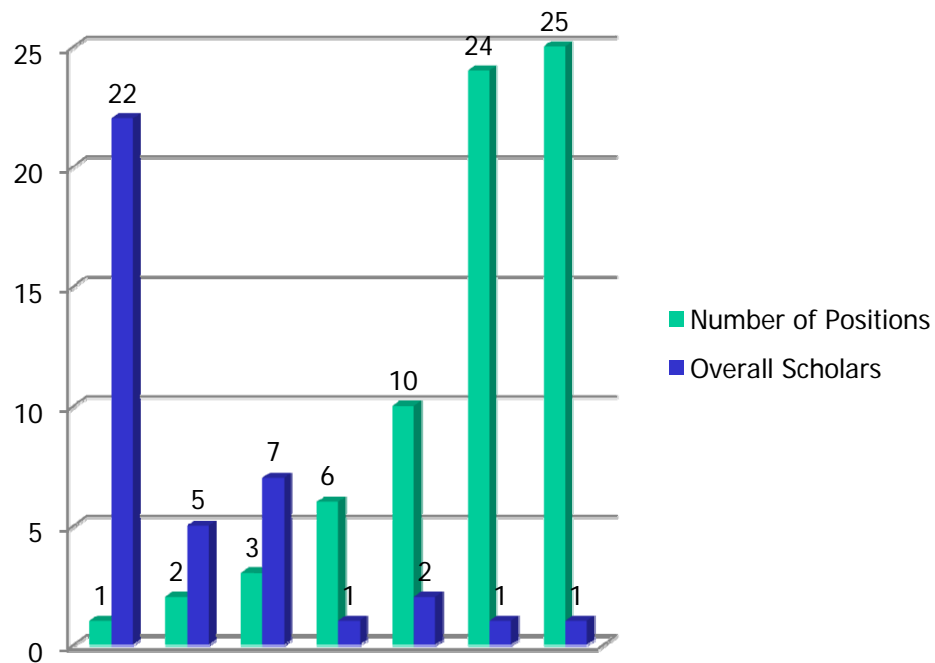


	Number of Chairman Positions	Number of Overall Board Positions
<b>Top 6 Qatar (out of 26)</b>		
Dr. Ali Mohuddin Al'Qurra Daghi	4	9
His Eminence Dr. Youssef Al Qaradawi	5	6
Shaikh Dr. Abdul Satar Abdul Karim Abu Ghuddah	0	5
Shaikh Dr. Waleed Bin Mohammed Hadi	2	5
Shaikh Nedham Mohamed Saleh Yacoubi	0	4
Sheikh Abdul Qader Al Ammari	0	4
<b>Overall number of positions</b>		<b>33</b>
<b>Percentage of all positions in Qatar</b>		<b>54,10%</b>





## Results in a nutshell SAUDI ARABIA



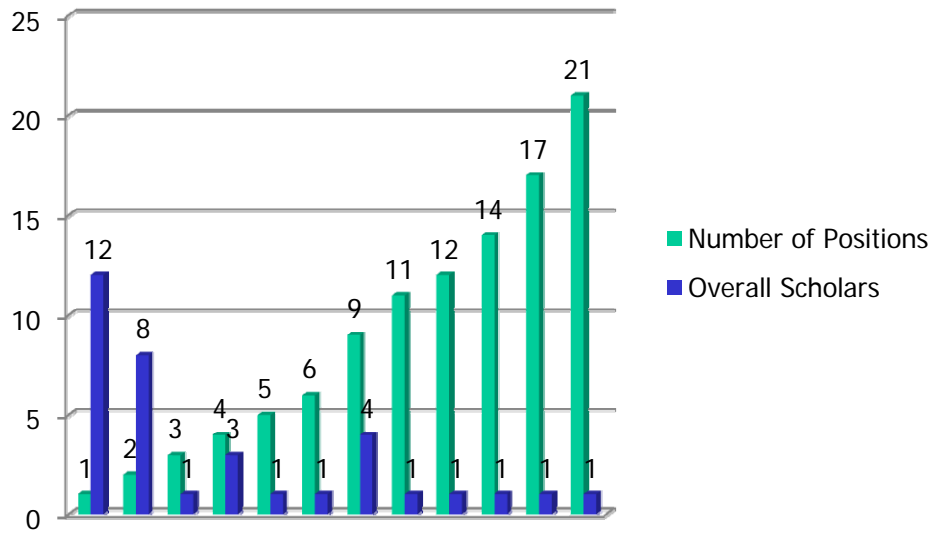
The top 6 scholars in [Saudi Arabia](#) (out of 39 scholars) make 60,94% of all positions (128 board positions)

	Number of Chairman Positions	Number of Overall Board Positions
<b>Top 6 Saudi Arabia (out of 39)</b>		
Sheikh Abdullah Sulaiman Al Manee'a	13	25
Dr. Mohamed Ali Elgari	1	24
Shaikh Dr. Abdul Satar Abdul Karim Abu Ghuddah	2	10
Prof. Dr. Abdullah Bin Mohammad Al Mutlaq	1	10
Sheikh Dr. Abdullah bin Abdulaziz Al Musleh	1	6
Shaikh Nedham Mohamed Saleh Yacoubi	0	3
<b>Overall number of positions</b>		<b>78</b>
<b>Percentage of all positions in Saudi Arabia</b>		<b>60,94%</b>





## Results in a nutshell UAE



The top 6 scholars in the **UAE** (out of 35 scholars) make 50,91% of all positions (165 board positions), by far the most prominent in terms of seniority (chairman positions), also internationally, is Dr Hassan

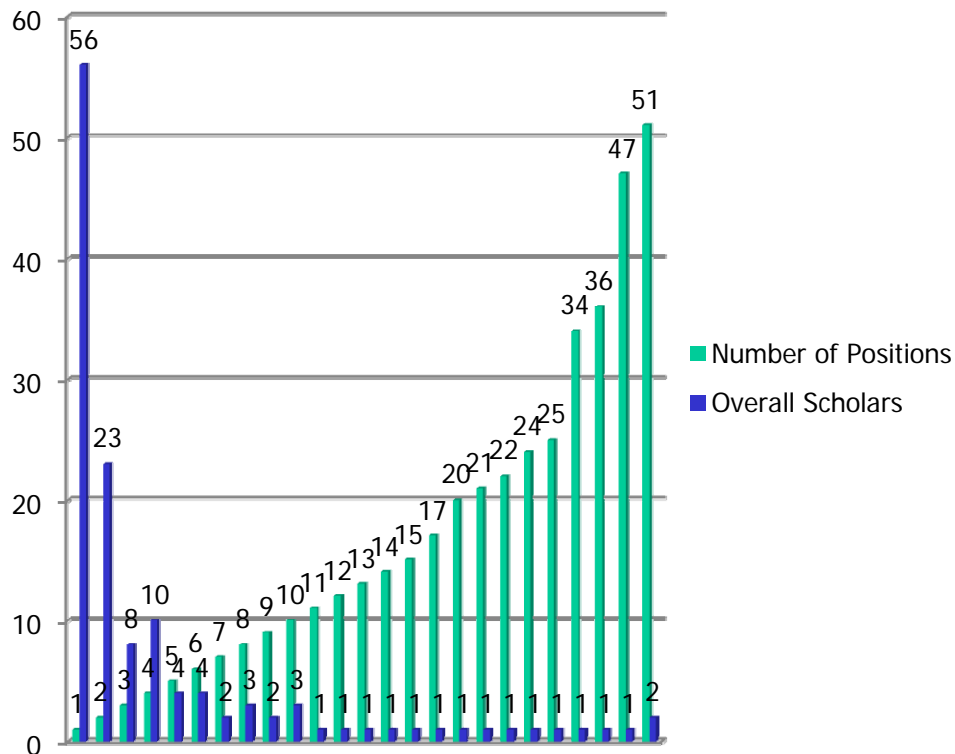
	Number of Chairman Positions	Number of Overall Board Positions
<b>Top 6 UAE (out of 35 )</b>		
<b>Dr. Hussain Hamid Hassan</b>	<b>17</b>	<b>21</b>
<b>Shaikh Dr. Abdul Satar Abdul Karim Abu Ghuddah</b>	<b>4</b>	<b>17</b>
<b>Shaikh Nedham Mohamed Saleh Yacoubi</b>	<b>2</b>	<b>14</b>
<b>Dr. Mohammad Daud Bakar</b>	<b>0</b>	<b>12</b>
<b>Dr. Mohamed Ali Elgari</b>	<b>3</b>	<b>11</b>
<b>Dr. Mohamed Abdulhakim Zoeir</b>	<b>0</b>	<b>9</b>
<b>Overall number of positions</b>		<b>84</b>
<b>Percentage of all positions in the UAE</b>		<b>50,91%</b>





## Results in a nutshell GCC

The top 10 scholars in the whole of the GCC (out of 132 scholars) make 46,23 % of all positions (716 board positions)

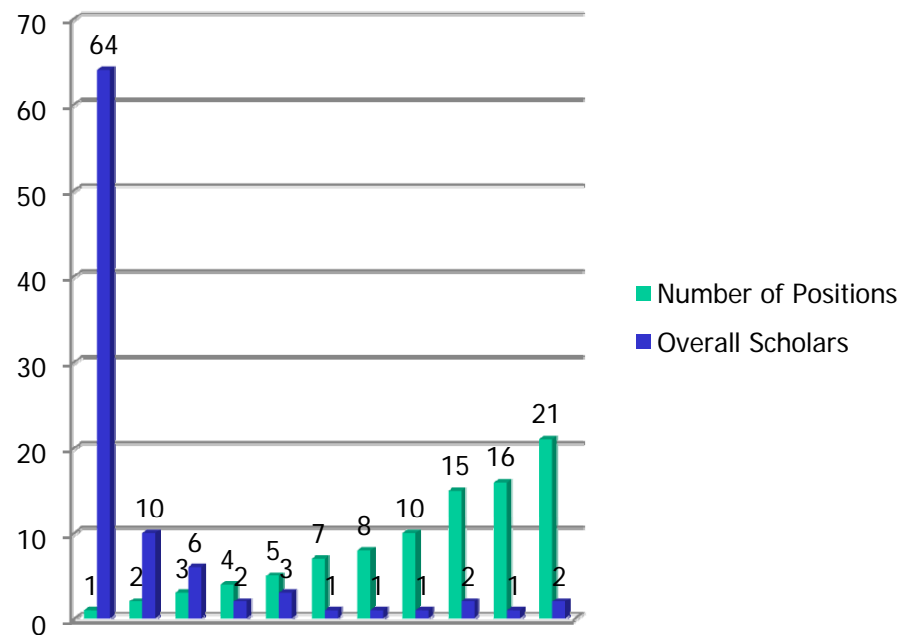


Top 10 GCC (out of 132)	Number of Chairman Positions	Number of Overall Board Positions
Shaikh Dr. Abdul Satar Abdul Karim Abu Ghuddah	12	51
Shaikh Nedham Mohamed Saleh Yacoubi	8	51
Dr. Mohamed Ali Elgari	6	47
Dr. AbdulAziz Khalifa Al-Qassar	8	36
Sheikh Abdullah Sulaiman Al Manee'a	20	34
Dr. Essa Zaki Essa	3	25
Dr. Hussain Hamid Hassan	19	24
Sheikh Dr. Ajeel Jasem Al-Nashmi	1	22
Dr. Ali Mohuddin Al'Qurra Daghi	7	21
Sheikh Dr. Khaled Mathkour Al-Mthkour	4	20
Overall number of positions		331
Percentage of all positions in the GCC		46,23%





## Results in a nutshell **INTERNATIONAL**



The top 10 scholars internationally (ex GCC)\* - out of 93 scholars active both within and beyond the GCC - make 58,99% of all positions (238 board positions)

	Number of Chairman Positions	Number of Board Positions
<b>Top 10 International (ex GCC - out of 93)</b>		
Shaikh Dr. Abdul Satar Abdul Karim Abu Ghuddah	9	21
Shaikh Nedham Mohamed Saleh Yacoubi	2	21
Dr. Muhammad Imran Ashraf Usmani	0	16
Dr. Mohamed Ali Elgari	2	15
Dr. Mohammad Daud Bakar	0	15
Justice Muhammad Taqi Usmani	6	10
Mufti Abdul Qadir Barkatullah	0	8
Shaikh Esam Mohammed Ishaq	0	7
Dr. Hussain Hamid Hassan	2	5
Dr. Ali Mohuddin Al'Qurra Daghi	0	5
<b>Overall number of positions</b>		<b>128</b>
<b>Percentage of all positions internationally (ex GCC)</b>		<b>51,68%</b>

\* International (ex GCC) includes India, Pakistan, Lebanon, Jordan, Egypt, Yemen, Tunisia, Syria, South Africa, Sri Lanka, Malaysia, Kenya, Australia, USA, UK, Switzerland, Germany, Netherlands, Japan





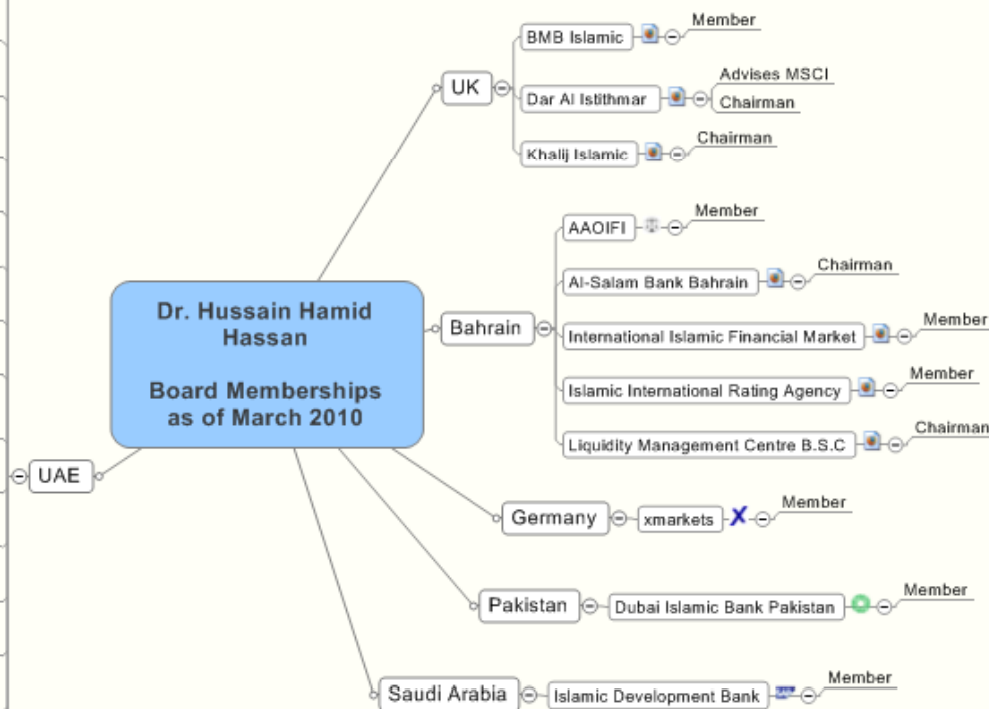
## Networks of Top 3 scholars by chairman positions

Dr. Hussain Hamid Hassan

### 21 Chairman positions

The following network overview shows his involvement in the individual companies across the GCC and beyond, mentioning also the names of the organizations and his positions

Dr. Hussain Hamid Hassan is involved with other organizations through Dar Al Sharia Legal & Financial Consultancy LLC





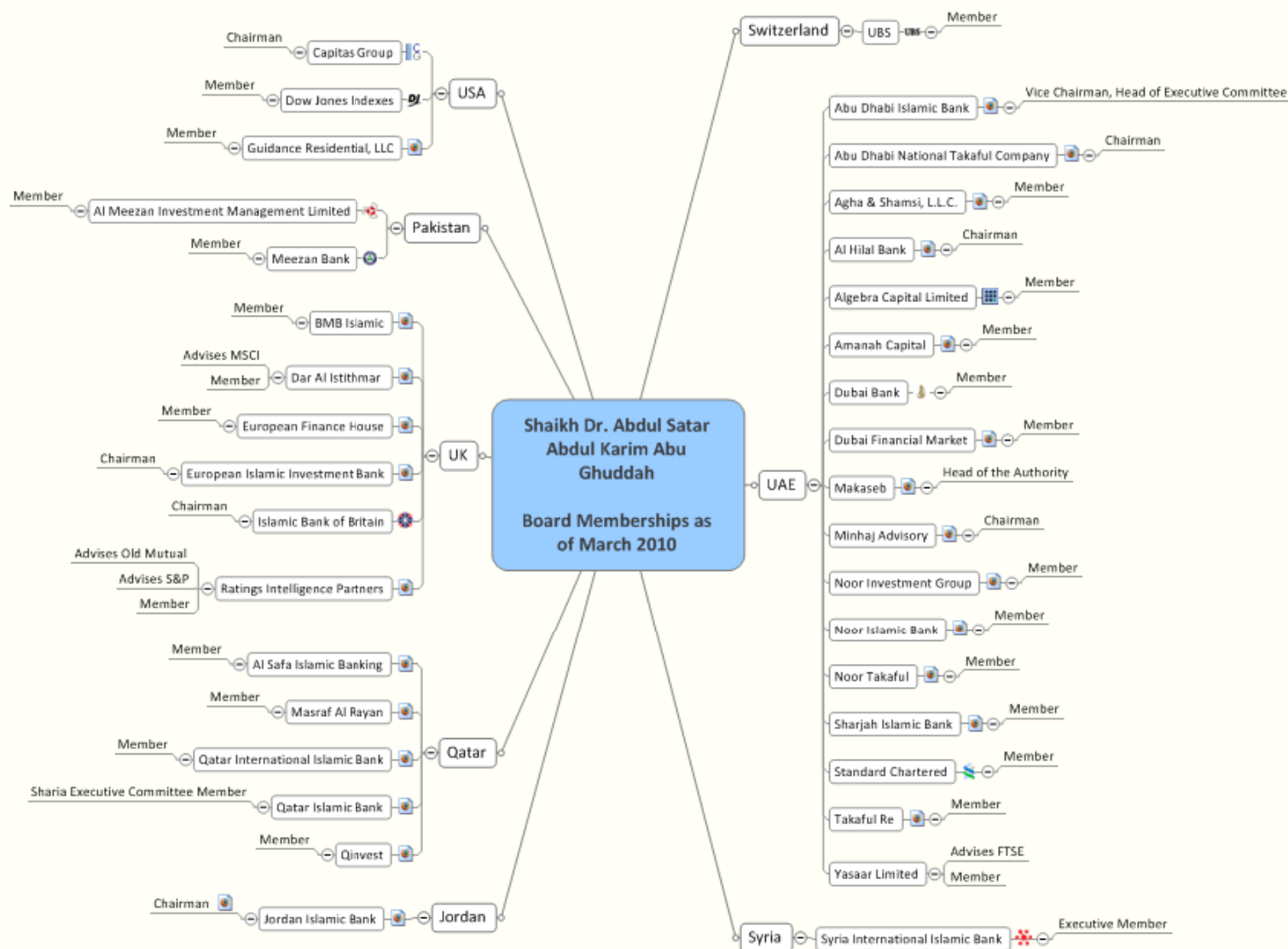
## Networks of Top 3 scholars by chairman positions

Shaikh Dr. Abdul Satar Abdul Karim Abu Ghuddah

### Part 1

### 21 Chairman positions

The following network overview shows his involvement in the individual companies across the GCC and internationally, mentioning also the names of the organizations and his positions





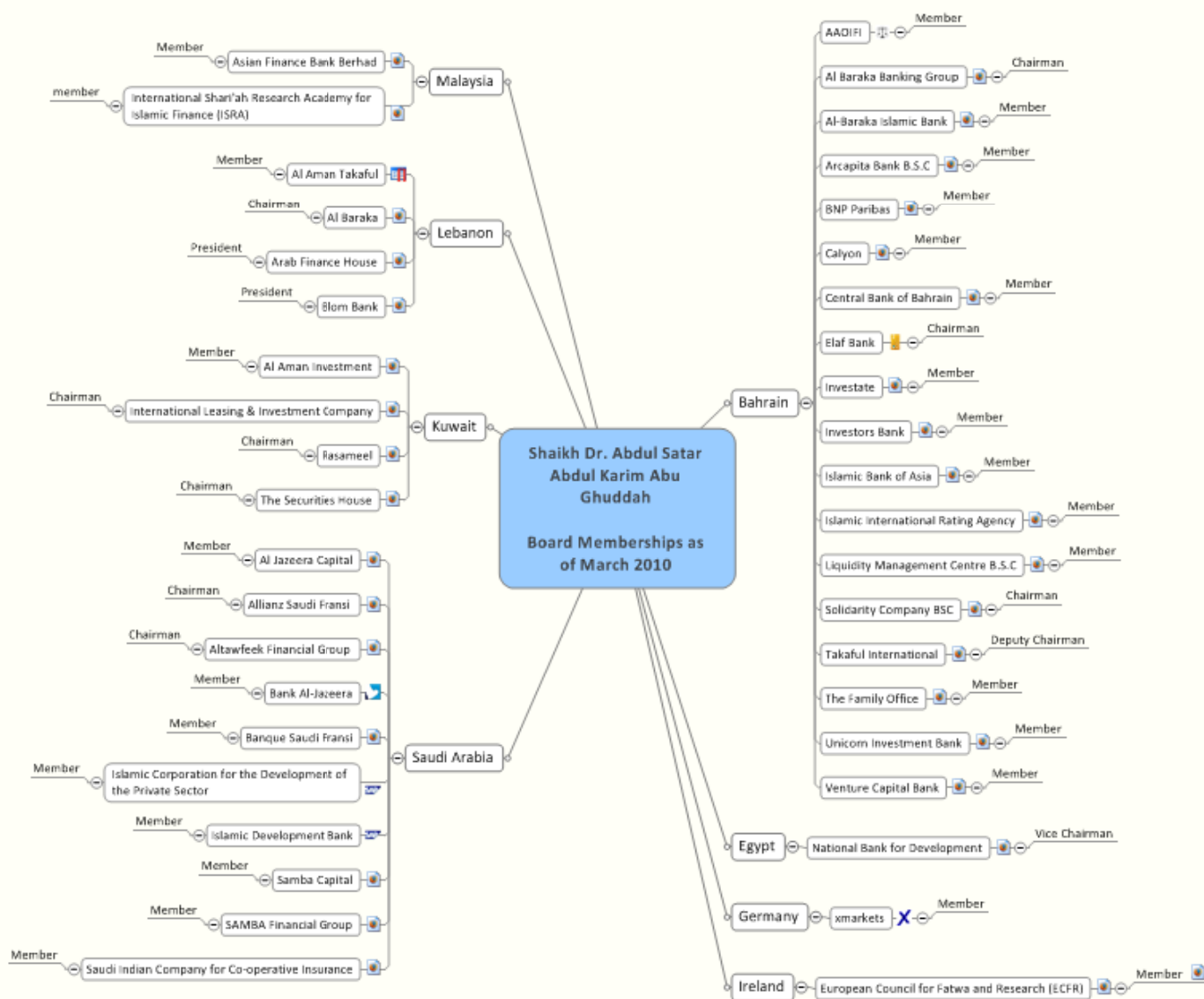
## Networks of Top 3 scholars by chairman positions

Shaikh Dr. Abdul Satar Abdul Karim Abu Ghuddah

### Part 2

### 21 Chairman positions

The following network overview shows his involvement in the individual companies across the GCC and internationally, mentioning also the names of the organizations and his positions



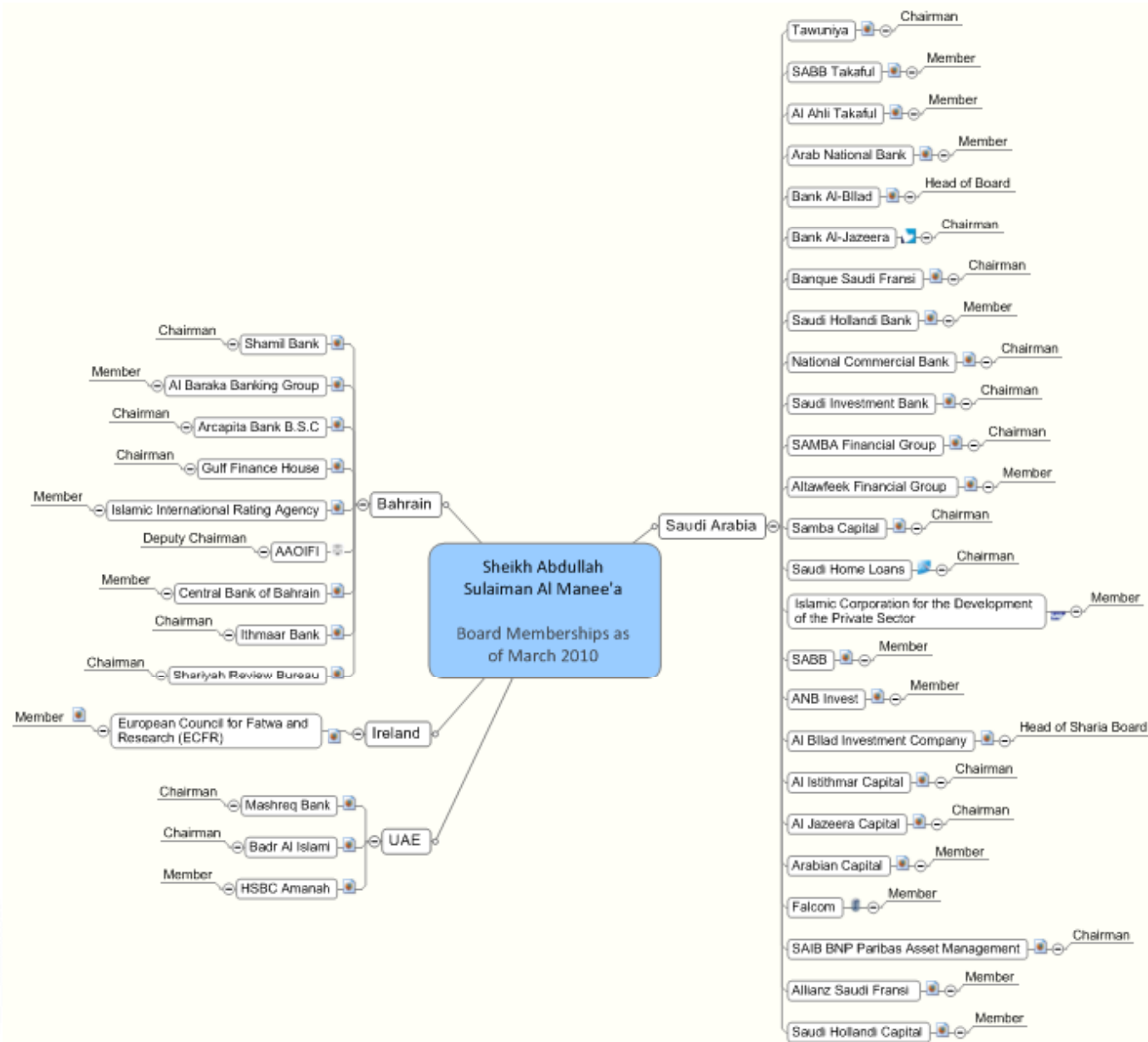


## Networks of Top 3 scholars by chairman positions

Sheikh Abdullah Sulaiman Al Manee'a

### 20 Chairman positions

The following network overview shows his involvement in the individual companies across the GCC and internationally, mentioning also the names of the organizations and his positions



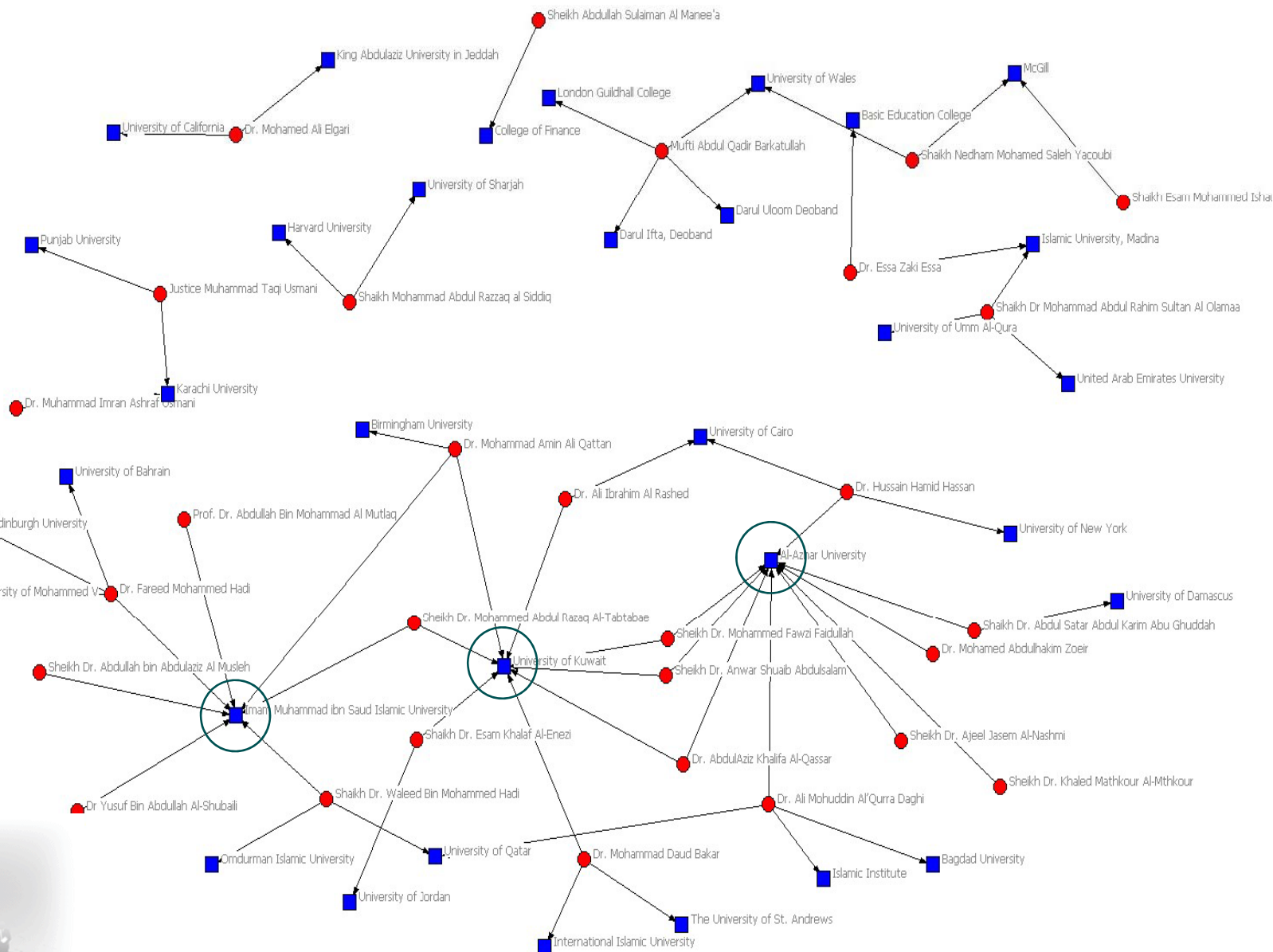


## Top 30 scholars and their university links

These links (based on 82 tertiary institutions) are based on either undergraduate, graduate or postgraduate degrees but also include current teaching positions of scholars

Educational links (social capital) play an important role in board memberships. As you can see most are linked to either Ibn Saud Islamic University, University of Kuwait or Al Azhar University

Our upcoming database will allow to search for less prominent scholars who have a similar educational background as prominent ones have, considering degrees but also majors of degrees



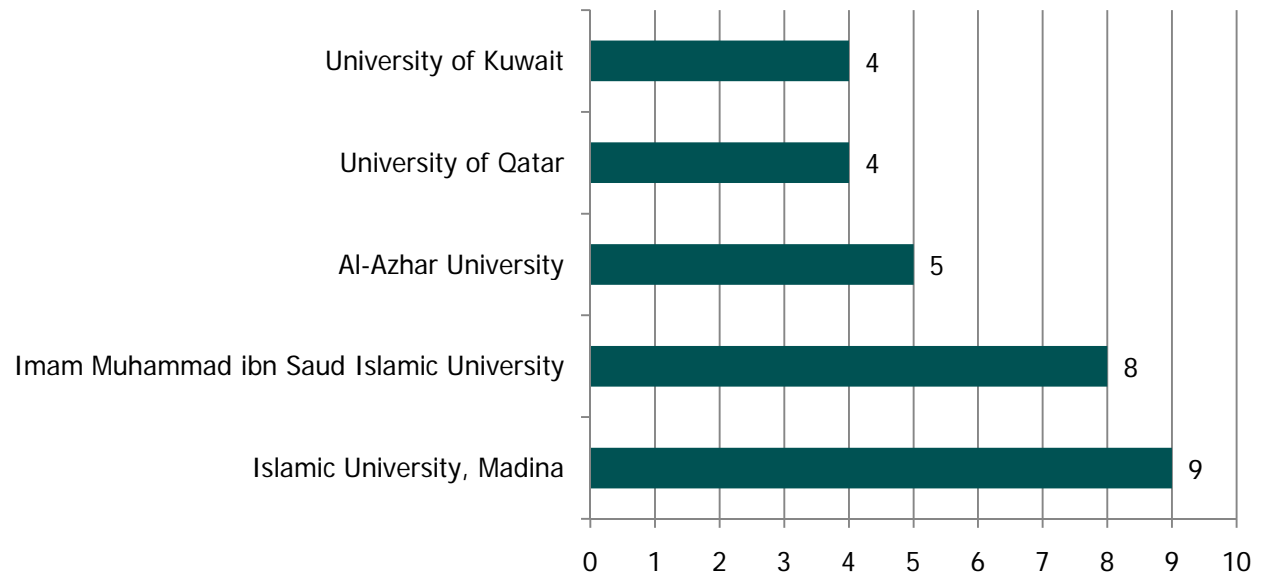


**Top 5 ranking of universities by degrees earned by sharia scholars (based on 82 tertiary institutions covered)**

**Undergraduate Studies (Bachelors degrees)**

The Saudi-Arabian Universities Islamic University, Madina and Imam Muhammad ibn Saud Islamic University, Riyadh are positioned most often when it comes to undergraduate education of sharia scholars

**Undergraduate Studies**



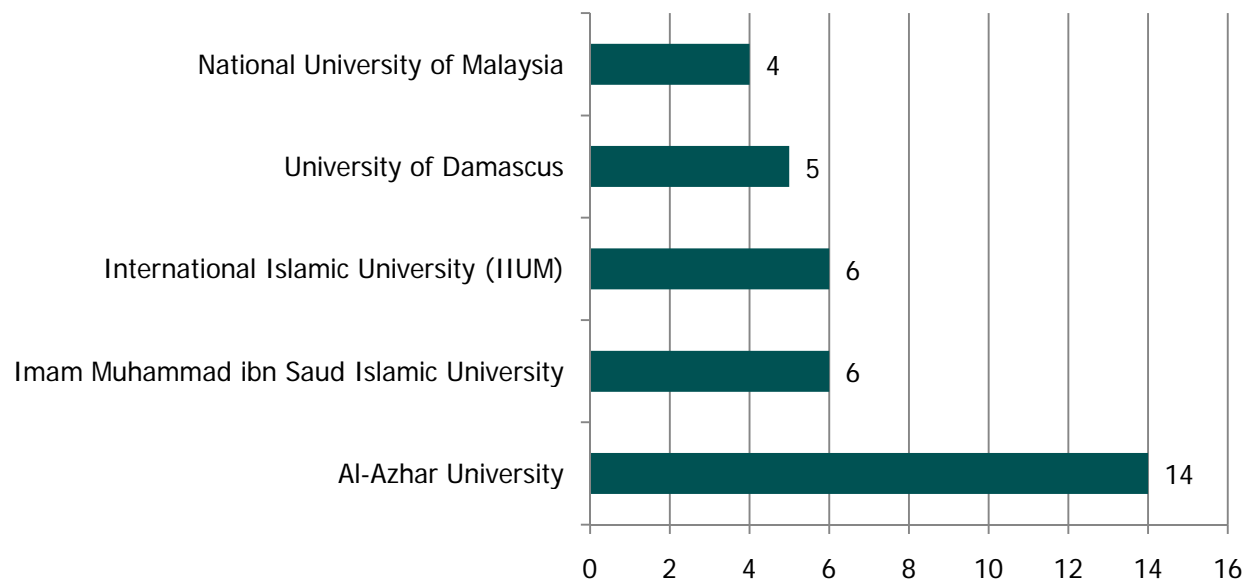


**Top 5 ranking of universities by degrees achieved by sharia scholars**

**Graduate Studies (Masters and Honours degrees)**

Al-Azhar University in Egypt is by far the most prominent among the leading scholars' educational background

**Graduate Studies**



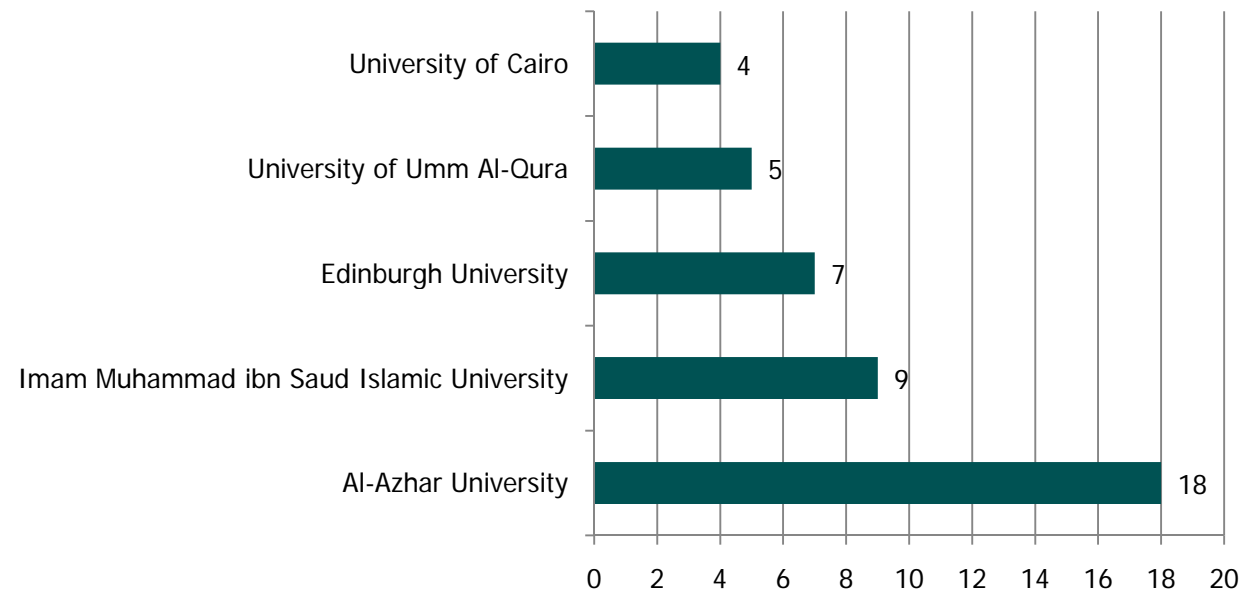


## Ranking of universities by degrees achieved by sharia scholars

### Doctoral Degrees

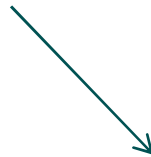
Al-Azhar University in Egypt  
has again the leading position

### Doctoral Degrees





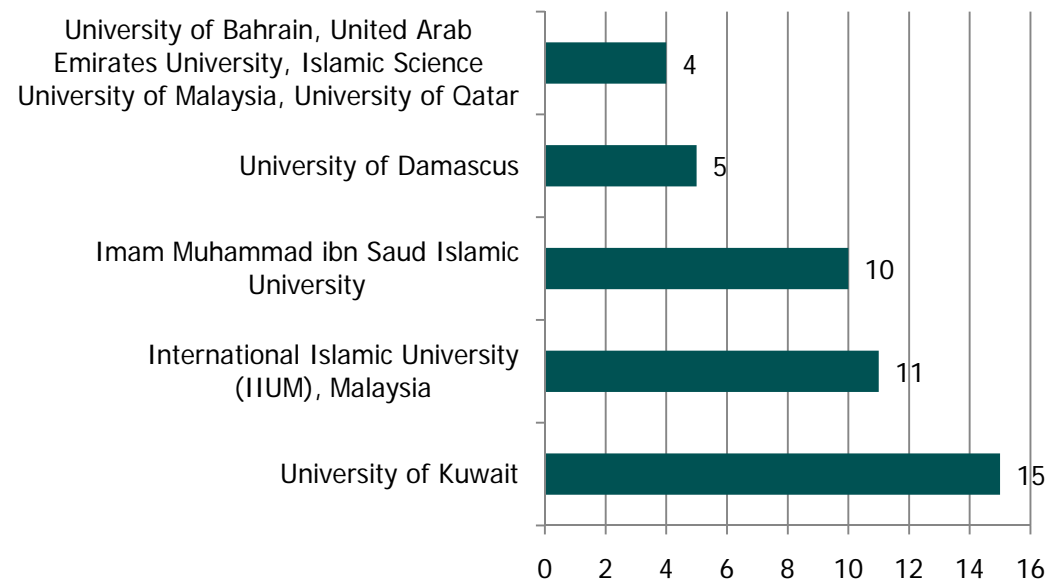
All of the four universities are home to 4 scholars each



## Ranking of universities by teaching positions of sharia scholars

The University of Kuwait is prominent in this area. This chart covers the ongoing involvement as professor, chair of a department or lecturer of the 221 sharia scholars

### Teaching Positions





## Where do we take it from here?

- Over the process of the last 18 months and based on substantial research we have binarised links of sharia scholars to financial services companies and islamic institutions in the GCC and beyond. We have also looked at their educational links (such as universities), and educational background (degree and major) in great detail and the positions (advisor, member, vice-chairman or chairman) they hold
- Our global universe now includes almost 400 sharia scholars covering also markets such as Malaysia but also Western countries in much greater detail with their local scholars
- The existing data is now being integrated into Zawya's islamic products database and will allow unparalleled insights as a stand alone product at "very reasonable" price to allow among others universities across the world, consultants, islamic finance specialists not only access to the full dataset but also scholars' links to institutions and instruments such as sukuks. This database will be continuously developed by a dedicated team of people at Funds@Work and Zawya in the best interest of all market participants across the globe
- It will allow users among others to **find scholars most appropriate for cooperation** by analyzing their expertise (e.g. sector/country exposure), experience, position (e.g. chairman) educational background (e.g. degrees, majors or ongoing professorships), company involvement, and identifying events they should attend, at which scholars speak. **It will also assist users in assessing business and partnership potentials** by searching institutions, e.g. by country or sector, and reviewing their scholar board compositions as well as their involvement in the Sukuk industry. **It will also be of help in identifying sukuk investment or structuring opportunities** by viewing Sukuk that have been approved by the scholars users specify, or by obtaining the list of scholars that have approved each Sukuk

Thanks a lot for your attention!





## Author



**Murat Ünal** studied Business Administration and graduated from the University of Adelaide/Australia (with research in Asia/Pacific) with a Bachelors Degree in Commerce (**B.Com**)

He worked for an international management consulting firm after his studies and joined the mutual fund/financial services business in 1998 acting finally as a Management Committee member for a local Asset Manager where he was mainly responsible for integrated marketing, sales and PR

As Head of Investment Marketing and Sales within Citibank Northern Europe (focusing on Belgium & France) in Brussels he managed the third party fund business (CitiChoice) and brokerage activities

Before Murat founded Funds@Work at the end of 2001, which he now represents as the responsible board member, he took over the bank marketing business at Fidelity Investments for a short period of time

Murat has a Master of Business Administration degree (**M.B.A**) from the Kellogg School of Management/USA in joint cooperation with WHU/Germany and its network programs at Tel Aviv University/Israel and Hong Kong University of Science and Technology/China)

Murat also holds a Master of Laws (**LL.M.**) degree from the School of Law at Northwestern University (NLaw) in Chicago

As part of his **Doctoral studies** in Business Administration at IE Business School ([www.ie.edu](http://www.ie.edu) - formerly Instituto de Empresa) in Madrid he is focusing on (social) networks and their impact on strategy, and strategy implementation. By researching e.g. existing relationships between market participants he is also focussing among others on consequences of social capital on corporate governance



## Disclaimer

The information in this document has been derived from sources (e.g. annual reports, audit reports, news feeds, websites of providers, legal documentation of Shariah products and solutions) believed to be accurate as of 01 April 2010. It should not be considered as a comprehensive statement on any matter and should not be relied upon as such.

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