



Dear Partners,

It has been a significant and productive year for us at the Collective Impact Initiative for Arab Employment. This year, the work in the field proved that our model for working with businesses is viable and effective. We are currently accompanying 17 of Israel's leading companies, facilitating the substantial perceptual and organizational changes needed to successfully recruit, integrate and promote Arab employees.

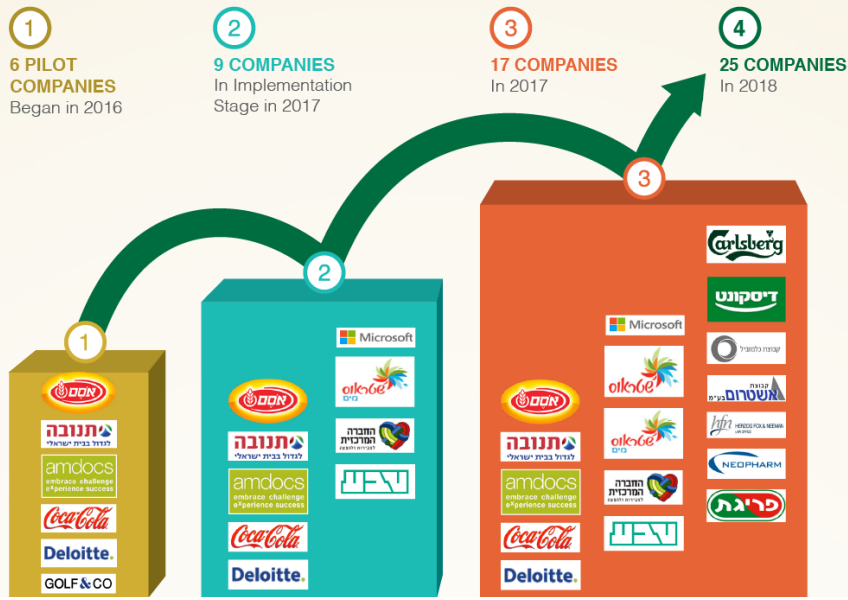
With gratitude to all our partner organizations - companies, government, NGOs, business & Young Arab Leadership, the President's Residence, IDC Herzliya - funders and friends, we are delighted to share highlights from this past year.

Wishing us all a fruitful 2018,

From the Collective Impact Team

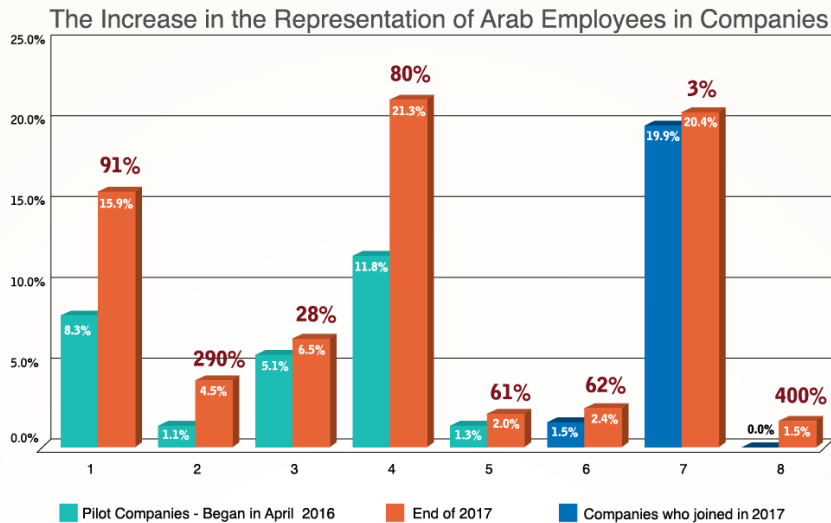
Our Impact in 2017

A Significant Increase in Number of Companies in the Change Process



Over 1,500 Placements of Arab Employees in Our Initial Companies

The average percentage of growth for all companies is 127% and our data shows a 93% retention rate for workers in Headquarter positions!



The graph displays the 8 companies that are in the placement stage, while the others are in analysis stage and will be starting setting targets and implementing work plans in 2018.



President Rivlin Praised CEOs for Extraordinary Progress

In July, after CEOs, management staff and Arab employees presented their achievements to President Rivlin, he summed up the meeting with these words: "If someone had told me two years ago when we initiated this program together, that we would arrive at this moment and reach these results, I would have said they were being unrealistic. The work arena is the best example of our ability to live here together. The change that you, the directors, wish to bring about must be supported by the entire system. First of all, you are benefiting your companies, but at the same time - you are making a move that is vital to the future and prosperity of the State of Israel."

Beyond Recruitment: New Cutting Edge Programs Developed & Implemented for Enhancing Diversity and Inclusion

Looking ahead, we will be working with tens of companies that have added thousands of Arab employees to their workforces. We have developed two programs focused on generating a cohesive work environment, which we will be implementing and expanding: The **Shared Workplaces Program** - provides companies with organizational changes, activities and community outreach, while the formation of **Arab Peer Groups**, blazes the path in changing the position of Arab employees within each company. Both programs are designed to integrate into the company's DNA, providing foundations for becoming a diverse and inclusive workplace.

In an unprecedented event, members of the Arab Peer Groups met with President Rivlin to share ideas and develop projects.



The Deloitte Arab Peer group launched two successful Orientation Days, at Tel Aviv University and at Rupin College, in which Arab students of Economics, Business Administration and Industrial Management participated. Following the event, 30 students signed up as potential candidates for Deloitte! These sessions are part of a "Chaver Mevi Chaver" Project (Employee Referral Program), established by the Arab Peer group, who set a goal to publicize Deloitte as an attractive employer, increase the students' self-confidence and form a direct connection between potential candidates and the business company.

The Collective Impact Partnerships have Become an Integrative Body, Establishing Trust and Legitimization of Our Work in Different Sectors

All forums expanded this past year and met regularly for mutual learning and sharing of knowledge, each defining its work plan to boost the field. The NGO forum provided solutions to the business companies: mapped missing tools in need of development, carried out workshops and assisted in both recruitment and preparation of candidates. The Young Arab Leaders forum has been re-branded and relaunched as YAL: It will now focus on forming a strong and empowered network of young Arabs. Both forums continue to develop strategic projects, such as the National Social Media Campaign and Talenteam, the first Arab head hunting company.



At the Young Arab Leadership Conference

We have Grown This Year!

We have made great strides in our transition from a start-up to a full organization and now comprise of 18 team members, 7 Jewish and 11 Arabs. We have made organizational changes to ensure that Collective Impact remains innovative and groundbreaking, yet stable and professional.

We feel privileged to continue to be part of the community promoting a socio-economic sustainable society in an equal, just and prosperous Israel.



Our Co - CEOs: Nawa Jashan-Batshon and Keren Morag



Part of the Collective Impact team at a workshop related to working in a bi-cultural organization.

Collective Impact - The Partnership for A Breakthrough in Arab Employment



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