



Building the future with women's vision

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WOMEN'S FORUM ASIA
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Bureau 333, Apollo Building
1440, Yan'An Zhong Road
200040 Shanghai - People's Republic of China
86 21 6133 1876
contact@womens-forum.com.cn

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13 rue Royale
75008 Paris - France
Tel. : +33 1 58 18 62 00
Fax: +33 1 58 18 62 01
contact@womens-forum.com

www.womens-forum.com

WOMEN'S FORUM GLOBAL MEETING 08 WHITEBOOK



Building the future with women's vision



GLOBAL
MEETING 08
WHITEBOOK

Progress to share, future to dare

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ILLUSTRATIONS
Diane Marcillat

EDITOR
Philippa Neave

WRITERS
Daniel Aeberhard
Amy Barrett
Susan Bell
Simon Coss
Ian Sparks

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This book contains reports of the sessions held during the fourth edition of the Women's Forum for the Economy and Society
(16-18 October 2008, Deauville, France), along with photos, drawings and quotes of some speakers and participants.

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Book not for sale

*“This White Book is dedicated
to Loumia Hiridjee for
whom I had much affection.
Her smile, joy and sparkle
remain tender memories.”*

Aude Zieseniss de Thuin





Editorial

AUDE ZIESENISS DE THUIN

Founder and CEO

Women's Forum for the Economy and Society

The annual Global Meeting of the Women's Forum took place in the town of Deauville, France from the 16th to the 18th of October 2008. Every year for the last four years, we have come together to exchange ideas and debate, inspired by the compelling conviction that women must take their rightful place in the world in order for it to evolve. Only with the benefit of a specifically female approach and input can there be continued progress.

This year's meeting took place in the context of the world financial crisis. This gave an even greater dimension and importance to the Forum's original theme of progress and served to stimulate the debate between the 1,200 women and men of influence who had travelled from 90 countries to confront and exchange their points of view.

The observations and expectations that emerged from the Deauville meeting profoundly echo the preoccupations that lie at the heart of international events:

- The current world crisis is not merely financial and economic. It is far deeper than that. It is a structural crisis that challenges the fundamental values of modern society. On what values shall we base the principles of future collective action and build the world of tomorrow?*
- Given the structural nature of the crisis, short-term solutions are not appropriate. The world must face the future with honesty and courage to anticipate the measures that will be needed to undertake what is a necessary and radical re-structuring, however complex that may prove.*

- *The crisis and its resolution should in no way lead us to neglect the urgent need for aid to developing countries, and for action in favour of environmental protection. We cannot call for a radical restructuring based on moral values without making a priority of the actions that will be needed to build a sustainable future for all.*
- *Similarly, education should remain a core concern. As the cornerstone of our societies, the education and training of future generations is of foremost importance as a factor in our collective development.*
- *The world can no longer afford to do without the contribution of women to achieve collective progress. The crisis has yet again highlighted the lack of a sufficient number of women in key positions in industry and national institutions. Yet with their capacity to listen, their participatory approach, ability to lead by example or simply because they bring complementarity, the involvement of women is a vital factor in achieving balance and efficiency.*
- *Finally, because it is a question of re-building our social models on solid values, the crisis has served to show us that we need to foster diversity with ever greater determination. This is the opportunity to build a more balanced, more rational world. Diversity is an essential ingredient because a multiplicity of approaches and points of view give rise to decisions that innovative, wiser and fairer. More than ever before, the world needs to harness and federate its energies in all their diversity and variety.*

We have reached a crossroads.

This crisis is an opportunity for change, but we must now shoulder our responsibilities fully. To this end, the Women's Forum has put forward two concrete action plans:

- *The establishment of a working group to address the underlying issues of the crisis. Consisting of experts drawn from our international network, the group will work to deepen and expand the thinking that began in Deauville, compare analyses emanating from different parts of the world and put forward concrete proposals.*
- *The creation of an international 'diversity-meter' with the Ifop Institute, the research partner of the Women's Forum. A major conclusion of the forum was that in order to promote diversity, it has to be measured against objective and comparable indicators. In this way, it will be possible to assess what progress has been made and what still needs to be done.*

Through these measures, the Women's Forum intends to participate in confronting the challenge of rebuilding our society. We call upon you to support this undertaking so that it carries all the weight that the present situation demands.

Aude Zieseniss de Thuin thanks the Founding Partners of the Women's Forum for the Economy and Society for their support.



The Women's Forum 2008 White Book

Progress to share, future to dare

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Ingrid Betancourt who opened the Women's Forum Global Meeting Deauville 2008

Part 1 Individual, Work & Society

*“I want to do things with freedom,
to be on the side of truth and justice,
no matter how hard it is.”*

Ingrid Betancourt



*“If I had a magic wand,
I would replace our obsession
with Dow Jones... with an index
of women’s development.”*

Irene Khan

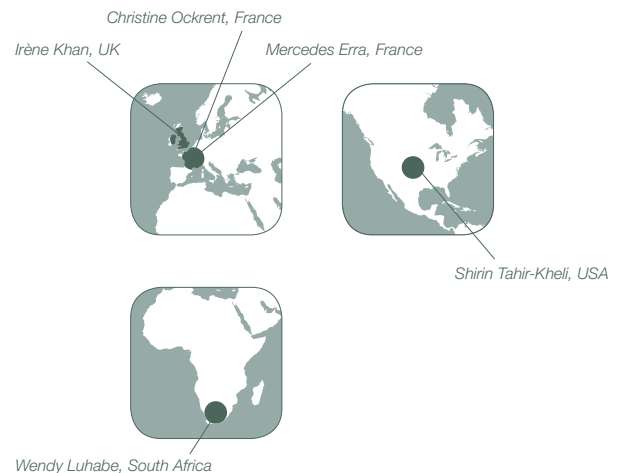
Irene Khan

What kind of progress do we need and want in the 21st century?

There are many ways to measure progress and the question is what sort of advances do women want to see in the new century. The role of women in defining and driving progress is paramount.

The fourth Women's Forum for the Economy and Society took no time to burst into life. Founder and CEO, Aude Zieseniss de Thuin, extended a warm welcome to the 1,200 participants from 90 different countries who make this a truly global gathering in Deauville. She urged the participants to "think differently" while exploring the conference's theme of "Progress to share, future to dare," defining in the process what kind of progress women need and want in the 21st century.

Before the opening panel session began, the audience was held spellbound by the appearance of French-Colombian politician, Ingrid Betancourt, who spoke powerfully of how the world had changed in her eyes in the six years she had been held hostage by Colombian FARC rebels. She appealed directly to members of the audience to get involved – in any way they could – in the struggle to secure the release of hostages still held by the FARC. Betancourt's plea for direct action resonated throughout the session. The panel took the stage, and moderator Christine Ockrent began by outlining the difficulties in defining and measuring progress. For Wendy Luhabe, founder and CEO of Wiphold, a women's private equity fund in South Africa, progress needs to encompass a number of essential components, including the development of self-esteem. But the most important factor is the financial independence of women, she stressed.



REVERSING THE TRENDS

Shirin Tahir-Kheli, Senior Adviser for Women's Empowerment to the US Secretary of State, drew attention to the need to reverse some egregious trends worldwide, many of which related directly to women. One example she cited was that although women produce half of the world's food, they only own one percent of the land.

"Women bear a disproportionate burden of conflict," Tahir-Kheli added, declaring that "women's rights have become everybody's rights – you cannot have sustainable development without women's rights."

For Mercedes Erra, Executive President of the global advertising and communications group, Euro RSCG Worldwide, the notion of progress is not something that can be quantified purely through statistics. There is also a cultural aspect, and although young generations in Europe, for example, might not uphold the



From left to right: C. Ockrent, S. Tahir-Kheli, W. Luhabe, M. Erra, I. Khan

notion of “progress” as such, they do believe in a common future. It is important to use education to strengthen the conviction that progress is an achievable aim. As she pointed out: “the more educated you are, the more you believe in progress.”

Irene Khan, Secretary General of Amnesty International, saw tangible signs of social progress for women, citing the fact that her grandmother could barely write her own name, whereas she had attended Harvard Law school. However, progress means nothing without sustainability, Khan continued. As the recent financial crisis had shown, great wealth can be wiped out astonishingly fast, and indicators of social progress can likewise be obliterated by factors such as armed conflict.

And “progress” can also manifest in surprising places. What is the country with the highest number of women parliamentarians? Rwanda, not Sweden, she said – a country where not long ago women could not own land.

*“Women have a different way
of managing crises.
We need to work together to
find remedies to move forward.”*

Aude Zieseniss de Thuin

CHANGE CAN HAPPEN

The role of men, both in resisting and adjusting to change, also came up for debate. Luhabe thought that young men in South Africa had adjusted to changing roles for women much better than previous generations. But for Khan enormous progress still needs to be made in the field of gender equality. The relative silence over “gender apartheid” in Saudi Arabia is indicative of this, and it is up to mothers to change social attitudes: “We need to promote the notion that change can happen.” In this context, men should see gender equality not as an issue of losing, but rather as an issue of gaining more.

Ockrent asked whether the spiralling phenomenon of globalisation meant that criteria of progress are ever more closely linked to those of the economy rather than religious or ethical concepts. For Luhabe, the crisis in current capitalist models gives women the chance to challenge conventional wisdom and fill a leadership vacuum: “It’s up to us to give ourselves permission to step into the space provided,” she said. “It’s not for us to try to be like men. We can only be the best women we can be, not the best men.”

She also drew attention to the difficulties modern society has in reconciling concepts of sustainability with those of linear progress. Much of humanity through the ages had adopted a cyclical view of life, which fits well with sustainability, but does not sit so easily with more recent notions of life as a linear progression. “People are a little bit lost,” she said.



Shirin Tahir-Kheli



Wendy Luhabe

MAGIC WANDS NEEDED

So, if the panellists had a magic wand to move society forward, what would they change first? For Tahir-Kheli, it would have to be a long wand, but she'd like to "open up opportunities and capture the women who really want the change – make it possible for them first." Luhabe would use the wand to bring up children who understood how to value themselves, because if they did, they would value other people and "we'd have conversations rather than wars."

Erra returned to the importance of education. She would be keen to remove perceived barriers to girls fulfilling their potential at school, telling them for example that there was no innate difference between men and women when it comes to mathematics. Meanwhile, Khan brought the discussion back to the financial crisis. She wanted to see a move away from what she termed a "male discourse of economic development" and see it replaced by indices of women's development.

INDIVIDUAL ACTION

Finally, Khan returned to Betancourt's earlier endorsement of the power of individual action. How do we release that, she asked the audience, to enable women to fight and win the battles for their own progress? Through education and information, she maintained: "Once you have information, you have no excuse for inaction."

SPEAKERS



Mercedes Erra, Executive President, Euro RSCG Worldwide, France



Irene Khan, Secretary General, Amnesty International, UK



Wendy Luhabe, Founder and CEO, Wiphold, Women Private Equity Fund, South Africa



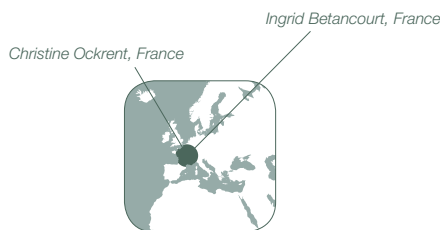
Shirin Tahir-Kheli, Senior Adviser for Women's Empowerment to the Secretary of State, USA

MODERATOR



Christine Ockrent, General Director, Audiovisuel Extérieur de la France, France

A conversation with **Ingrid Betancourt**

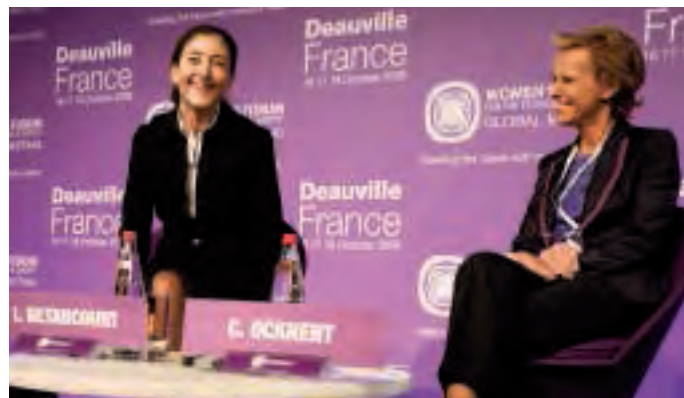


When Ingrid Betancourt stepped up onto the stage, participants gave her a rousing ovation. The Forum's founder and CEO Aude Zieseniss de Thuin called her a "symbol of freedom" and moderator Christine Ockrent thanked her for embodying "the courage, stubbornness and dignity of all women".

How had the world changed during the six and a half years she had been in captivity? asked Ockrent. "When I was abducted, I left a world that was positive, that had this sense of victory, in a way," the French-Colombian politician replied. "A year later came the Iraq war, and something changed. We didn't find ourselves comfortable with the world anymore."

"We have everything and yet we're not happy. There is a lot of confrontation, between the south and the north, between religions and social classes. This world that should give us so much satisfaction gives us the sense of something that is missing," she said. "For me what is missing is some kind of spirituality. People should do things not for their own self interest, but for eternity and for that we have to be more generous."

Respect between races, religions and social classes was fundamental, Betancourt added. "There are no frontiers. We are the same. We have the same emotions, the same desires. People who are poor have the right to desire what we desire, and if we accept that they have this right, we will think in a different way."



Ingrid Betancourt, Christine Ockrent

*"If we have respect,
we will build a different world."*

Ingrid Betancourt

If we have respect, we will build a different world. A world where we don't need war to resolve our problems, we don't need to kill, we can talk."

THE POWER OF WORDS

She stressed that women play a particularly important role in this regard – the skill of talking is a "very feminine" tool, she said. "The power of words is for me the best weapon. We can change the world if we use the proper words, the proper tools."

Betancourt spoke of how she managed to survive the years of hardship in the jungles of Colombia.

"Love is always a strength," she said "even when it hurts. It is always an energy that pulls you up." She would draw on cherished memories to get her through times of depression: the birth of her children or crossing a street as a child, holding her father's hand.

And, in the macho world of the FARC guerrillas, she would refuse to let go aspects of her own femininity. "Because I was fragile, it aroused aggressivity from men. But I think that being a woman in that circumstance, even though it was a burden, was also something that gave me the tools to understand in another way what was happening around me."

GET INVOLVED

But the thought of other hostages still being held in the jungles of Colombia continues to weigh heavily on Betancourt's mind. She appealed directly to the audience for everyone to get involved: "Go onto the internet, send a message for the prisoners in Colombia; meet with friends, see if there's something you can do for them. It will make a difference." For Betancourt, the fact that people she didn't even know had agitated on her behalf, was the reason why she is now free.

So, asked Ockrent, what about her ambitions now? Betancourt fell into a moment of contemplation. "I have dreams..." she said. "But those dreams have to come at the right moment, and I feel I have to work on them before speaking about them. I have very precise images of what I want to do. Things for my brothers in the jungle. But I cannot talk about them now, because they have to mature in the hearts of many people."

Without going into specifics, she singled out others she would like to try to help, mentioning the Burmese pro-democracy activist, Aung Sang Suu Kyi, and captured Israeli soldier, Gilad Shalit currently being held hostage by suspected Palestinian militants. She stressed that when she was talking about Shalit, her interest lay in "just the man, the boy who is there. It's not about taking sides in a fight."



Ingrid Betancourt


She wanted to resist any attempt to pigeonhole her: "I want to stress this: I want to do things with freedom...to be on the side of truth and justice, no matter how hard it is. When I was in the jungle, I couldn't do anything but I could think. Now I can talk, and I want to use my words for all those who cannot speak. And I want to use my words to change the heart of whoever is listening."

WELCOME

 **Aude Zieseniss de Thuin**, founder and CEO, Women's Forum for the Economy and Society, France

CONVERSATION

 **Ingrid Betancourt**, France

 **Christine Ockrent**, General Director, Audiovisuel Extérieur de la France, France



Edit Schlaffer

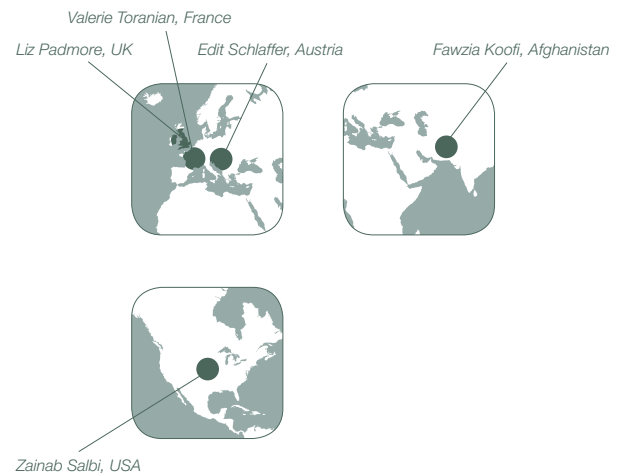
Women as agents of progress: where are they most effective?

How can women best act as agents of progress in a world where they continue to be the main victims of war, poverty and injustice? Even in so-called “privileged” societies such as France, a new generation of young women are rejecting their mothers’ cherished feminist values, provoking consternation among those who fought so hard to obtain equal rights.

If women had been in charge of the financial institutions now involved in the current crisis, would the world be in the same mess? While the moderator and speakers were divided on this point, all agreed that the leadership of women can play a major role in changing things for the better in our world.

Liz Padmore launched the debate with some truly dismal statistics about women’s condition in the world. Some 90 percent of war casualties are civilians and the majority of these are women and children; 80 percent of refugees are women; two thirds of the world’s poor are women and women aged between 15 and 44 are more likely to die from male-inflicted violence than from disease.

“The problem in many parts of the world is that we are talking the talk about women’s rights, but not walking the walk,” said Zainab Salbi, whose Women for Women organisation helps women war survivors rebuild their lives.



WOMEN’S PERSPECTIVE

“We need to define war and peace from women’s perspective,” she said, stressing that women’s experience of conflict is rarely discussed by the men who make war and also negotiate peace. “It is vital to work out how to get women around the negotiating table. We cannot create sustainable peace or social change without including women and we cannot build strong nations without strong women,” she told participants.

Using Rwanda, where 55 percent of the current Parliament are women, as a positive example of change, Zainab Salbi outlined three steps she believes are essential if women are to improve their condition.



From left to right: Z. Salbi, V. Toranian, F. Koofi, L. Padmore

Firstly, they need to organize and break their silence on male violence, including rape. Secondly there must be a societal acknowledgement of the fact that women are needed to solve crises. Thirdly, there must be leadership commitment to include women, on both corporate and government levels.

She then spoke of Iraq, a country where women's rights have regressed, she said "by about 50 years" despite enormous hope and enthusiasm among women for improvement after the invasion. "The problem was that women expected the US to do it for them and there was no leadership commitment for change. Never rely on someone else, always do what needs to be done yourself," she cautioned.

Koofi brought positive news from Afghanistan where 27 percent of members of parliament are female and 6.5 million children, 40 percent of whom are girls, have now returned to school. However, the shadow of the Taliban's rule which created "a dark world for Afghan women who became the first

victims of religious fundamentalism and war" still haunts the country. Attacks, including the rape and kidnapping of schoolgirls and their female teachers remain common, as are raids on their schools.

"The great challenge Afghanistan now faces is how to bring political commitment to implementing the constitution which is one of the most democratic in the region," she said. She also made

"If money wasn't spent on war but on peace, women would use that as an opportunity."

Fawzia Koofi



the point that war can have unexpectedly positive effects for women by opening windows of opportunity for them to renegotiate their roles in society. "The media in Afghanistan is now dominated by women, which is an important step forward," she said, although reports are often tragically dominated by accounts of rape and violence against girls as young as three.

WORD POWER

Edit Schaffer argued that the world would be a different and more compassionate place if it was run by women. She said they could use a simple tool: "The power of words is strong; it is sustainable and it is all we have," she added. "It is the power of words, not the power of bullets that succeeds in creating peace."

"How can we escape this climate of fear which has hijacked us all? We must say no, we have to create change," she urged. "As women and mothers we have a strong tool: education. It is our greatest weapon because peace starts at home," she concluded.

Valerie Toranian, the Editor-in-Chief of ELLE France, spoke of the generation of thirty-somethings in France who no longer share the feminist principles of their mothers, often accusing them of sacrificing their personal lives for career success.

In France's often deprived suburbs, largely dominated by immigrant populations, young girls now feel the easiest

solution is to have children and get married rather than battle cultural tradition and a difficult job market where they may face discrimination and racism.

The answer, she believes, lies in technology. "It would be very intelligent if women could reinvent work and crush traditional ideas by finding another way: a 21st century way of doing business which is mobile. This is already happening thanks to the internet."

SPEAKERS



Fawzia Koofi, MP, Human Rights activist, Afghanistan



Zainab Salbi, Co-founder and President, Women for Women International, USA



Edit Schaffer, Director, Women without Borders, Austria



Valerie Toranian, Editor-in-Chief, ELLE Magazine, France

MODERATOR



Liz Padmore, Independent Consultant, Director and Associate Fellow, Oxford Business School, UK

Women Actors for Leading Change

The WALC Initiative established by the Women's Forum and the French NGO Reporters d'Espoirs (Reporters of Hope) in partnership with American Express and musée du quai Branly – seeks to give exposure to the visionary projects of five women from different continents. This initiative goes to the very heart of what the Women's Forum is all about – real inspiration.

Focusing on diversity and inclusion, they develop winning strategies and drive innovation and change.

Sandra Aguebor, Nigeria

Sandra is creating new opportunities for economic and social independence for Nigerian women by helping them join professions traditionally dominated by men, first by building a national network of auto mechanic training programs. Her goal is to promote sustainable positive change in the socio-economic circumstances of the poor and vulnerable people in Nigeria by demonstrating their ability to master a difficult skill, simultaneously securing their economic future and building their self-esteem.

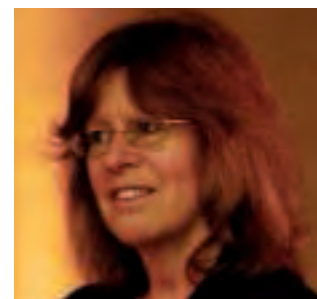
Jeroo Billimoria, India

Jeroo Billimoria launched Childline, the India's first attempt at making street children's quick access to supports, such as police assistance and health care, as easy as dialing a number. Manned by street children themselves, Childline combines 24-hour emergency telephone services with follow-up support to alleviate their distress.

Besides, she launched Aflatoun, an organization devoted to guarantee every child's access to their own safe and friendly savings account.



Christine Fontanet
(Reporters d'Espoirs)



Jane Champ (American Express)



Carla Gomez Monroy, USA

Carla Gómez Monroy is Head of One Laptop per Child Europe, an organization whose mission is to deliver low-cost, mesh networked laptops en masse to children in developing countries. She did One Lap Top Per Child implementations in Galadima (Nigeria), Khairat (India), Arahway (Peru), and Ulaanbaatar (Mongolia), working with local OLPC Partners, teachers, children, and communities.

Vera Cordeiro, Brazil

Pediatrician Vera Cordeiro witnessed the constant admission/re-admission cycle of children treated in Brazil's public hospitals who were released without having the necessary resources to continue their treatment at home. She brought together doctors, nurses, and members of the civil society to create Renascer, which works with severely ill children of poor families to ensure that they receive nutrition, sanitation, and psychological support post-hospital discharge for a full recover. Renascer is recognized as a national model and has spread to 14 other associations across Brazil. She is an outspoken advocate for children's health and developmental rights and member of the Ashoka Global Board of Directors.

Selma Demirelli, Turkey

In Turkey, where many women are restricted from accessing housing rights, Selma has founded the first women's housing cooperative that empowers women to own property and to experience full citizenship and financial stability. Selma founded the Water Lilly Project in 2002, focusing on women's citizenship participation. This initial group started a food and catering service, primarily serving for weddings and other ceremonies. Through these activities, women learn how to be entrepreneurial, run a business, and generate income.



WALC corner

The Women's Forum and the musée du quai Branly share the same values of progress, the same ambition to be a hub of debate, brainstorming and action, and to be a resolutely unique and different centre of influence.

After hosting the Women's Forum Talents Day in July, the museum was very proud to take part in the Women's Forum Global Meeting, in Deauville, where it shared the WALC corner with the NGO Reporters d'Espoirs and American Express.

The project Women Actors for Leading Change offers the opportunity to five exceptional women from the five continents to present their work implementing change in their countries.

This project is in perfect coherence with the aim of the museum to be open to the world and to give the greatest importance to the Arts and Civilisations of Africa, Asia, Oceania and the Americas, to be a blend of many cultural, religious and historic influences. Every year, major international exhibitions are held in the heart of the museum:

The Century of Jazz

(March to June 2009)

Teotihuacan, City of gods

(October 2009 to January 2010)

The other masters of India

(March to July 2010)

Bronzes and drum of the Ancient China

(2012)



Like the Women's Forum, the musée du quai Branly pays particular attention to the quality and furthering of dialogue with companies, whether domestic or international, as well as individuals. Patrons have played a key role in bringing the museum to life, and continue to lend indispensable aid to numerous projects.

For information about supporting the museum : mecenat@quaibrantly.fr
www.quaibrantly.fr

★ musée du quai Branly

WHERE CULTURES MEET IN DIALOGUE

The World Berths at quai Branly

www.quaibrantly.fr

Opened in June 2006, the aim of the musée du quai Branly is to focus on the importance of the arts and civilisations of Africa, Asia, Oceania and the Americas – a blend of many cultural, religious and historic influences. Situated on the banks of the River Seine at the foot of the Eiffel Tower, the museum endeavours to be a place of scientific and artistic dialogue, a meeting place for discovery between the public, researchers, students and contemporary designers.



Anita Pratap

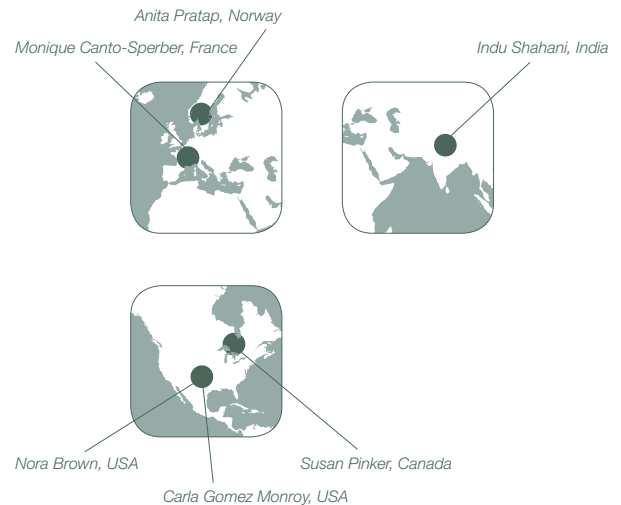
Which education for what progress?

Without sound education systems societies cannot hope to progress. Is there a way to improve access to education for the hundreds of millions of people in the world, many of them women, who still do not benefit from decent schooling?

Monique Canto-Sperber, Director of France's Ecole Normale Supérieure, opened the discussion with a frank admission. Elitist institutions like hers, which train the brightest minds in France, could not exist without a solid basic education system. "It is very important that children learn the fundamentals," she said. A sound grounding in literacy and mathematics were the foundation on which all academic achievement can be built, she said. "A good grounding in these areas allows children to further their knowledge," she added.

It was a theme Canto-Sperber came back to later. "We have to train critical minds. It's important to have dissident voices, to have children who are still able to say 'no'," she said.

Indu Shahani, Sheriff of the Indian city of Mumbai and head of one of the city's high schools, highlighted the particular problems linked to ensuring that people in a developing country like hers received a decent education. The first challenge was quite simply demographic, she explained. In contrast to the developed world, where most countries have ageing populations, the vast majority of Indians are young. Around 50 percent of the Indian population is under 25 and 75 percent is under 35, she explained. This means there are an awful lot of people in need of quality education and at present, not all of them are getting it.



BEWARE OF THE SOCIAL DIVIDE

"In India the 18th and 21st centuries live side by side," she said, explaining that there were huge differences between populations living in rural and urban areas. She said drop-out rates from the Indian education system were relatively high and they increased as people progressed with their schooling. The situation for women was particularly worrying, she said. "Only nine percent of women in India complete higher education," Shahani explained. Major changes in attitudes in Indian society were needed to overcome this situation.

*“In 30 OECD countries,
girls are trouncing boys
in the classroom.”*

Susan Pinker

Carla Gomez Monroy, of the One Laptop per Child project, said that despite her organisation’s name, ensuring children around the world get a decent education was more than a matter of technology. “We don’t just see a digital divide. There is also a social divide,” she explained.

The advantage of the One Laptop project was, above all, that it allowed children in different places and countries to learn from each other. She said she had seen situations where children living in a remote village had been able to ask experts practical questions about how to improve fruit harvests, for example.

Susan Pinker, a psychologist and columnist with Canada’s Globe and Mail newspaper, set about trying to dispel some of the many the myths about girls not always performing well academically. In reality, the opposite was true, she insisted. “Girls have more intuitive skills on average than boys and a six year old boy is like a five year old girl when you look at the development of his brain capacity,” she added.

She also said that it was a fallacy that girls and women were not as strong as men in mathematics and science. “Campuses across the world are going to become girls’ schools if we don’t use reverse discrimination,” she argued.



Susan Pinker

ADAPT THE SYSTEMS

Nora Brown, Chief Operating Officer of the Management & Education Research Consortium (M.E.R.C), focused on the issue of further education in developing countries, in particular for women. She argued that it was important to realise that, “one size does not fit all,” and that education programmes had to be adapted to the needs of students in the countries and societies where they were living.

In the case of women, this meant offering courses that could be combined with child care obligations. “You need to think about classes in the evenings or at weekends,” she said. It was also important to ensure that women could re-enter education systems after taking time off for child care or other reasons. “Educated women have on average eight to ten career interruptions, whereas men have two,” said Susan Pinker.



Carla Gomez Monroy



Monique Canto-Sperber



Indu Shahani



Nora Brown

“I see so many female students who seem scared of their talents.”

Monique Canto-Sperber

MORE SELF-CONFIDENCE

One member of the audience explained that in India, it was still very hard for mature students to enter the country’s universities. This needed to change. And all panellists also agreed that women faced a serious question of self-confidence which had to be addressed if they were to take full advantage of improved access to education.

“I can’t help observing a huge discrepancy between the self-confidence of men and women,” said Canto-Sperber, adding that the degree of confidence did not necessarily reflect the actual ability of a male or female student.

SPEAKERS



Nora Brown, Chief Operating Officer, M.E.R.C (Management & Education Research Consortium), USA



Monique Canto-Sperber, Director, Ecole Normale Supérieure, France



Carla Gomez Monroy, Learning Consultant, One Laptop Per Child (OLPC), USA



Susan Pinker, Psychologist, Columnist, The Globe and Mail, Canada



Indu Shahani, Sheriff of Mumbai. H.R. College of Commerce and Economics, India

MODERATOR



Anita Pratap, Independent Writer and Journalist, Norway

"I have heard many times that women are too emotional, but I ask, is it a handicap to be emotional?"

Mouna Sepehri



From left to right: M. Landel, S. Helgesen, S. Devillard, L. Walker, M. Sepehri

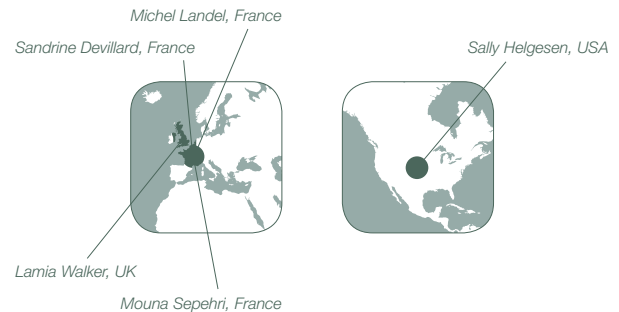
Corporate performance: looking for the “women advantage”

The vast majority of the world’s senior executives are men, but a new study has found that a woman’s unique leadership qualities can inspire staff, boost profits, and even turn around a company’s entire fortunes in times of crisis.

The devastating global credit crunch driving some of the world’s most prestigious financial institutions towards bankruptcy might have been avoided if large companies had more women executives, a session on women’s leadership qualities was told.

Delegates heard that while 51 per cent of the world’s population are women – and 60 per cent of the global educational talent base is female – less than 15 per cent of senior executives in business today are women.

Moderator Lamia Walker, Associate Director of Lehman Brothers Centre for Women in Business, said: “It doesn’t take a genius to recognise we could do a little better. And this challenge is even more vital in these turbulent economic times. It could be argued that the current financial crisis could have been eased or even avoided with more gender-balanced leadership teams in business.”



BETTER PERFORMANCE

Walker said that research by McKinsey management consultancy on the corporate performance and leadership behaviours of men and women suggested it could. The study found that companies with three or more women in senior executive roles performed better financially, and it identified key behaviour patterns that were essential to good management. Crucially, the study found that women displayed more of these than men.

While the strengths of male bosses lay in swift corrective action and decision-making, a woman leader’s forte was in inspiring, communicating and intellectually stimulating employees. Women also provided staff with a compelling vision of the future direction of the company, the report found.

Panellist Sandrine Devillard, Principal at McKinsey in Paris, said: “We are not saying women are better than men. Just different. There are certain key leadership behaviours that are lacking in companies and increasing the participation of women at the top could close this gap.”



From left to right: M. Landel, S. Helgesen, S. Devillard, L. Walker, M. Sepehri

WOMEN ANTICIPATE CHANGE

Lawyer Mouna Sepehri, a director in charge of cross functional teams at Renault, France, told delegates that she believed the key leadership skills women needed were the ability to anticipate change and the courage to be themselves.

She stressed that the differences between male and female styles of leadership should be used to enhance a company's performance, not to exaggerate the divisions within it. And she quoted French author St Exupery, who said: "If you differ from me, you do me no wrong. You enrich me." Sepehri added: "The time has come for Western men to ask themselves, for their own benefit, 'what if this woman is right?'"

EMOTIONAL INTELLIGENCE

Renault's merger with Japanese car giant Nissan would never have succeeded as it has over the past ten years if the company had not promoted diversity, she insisted. She said: "We must be courageous enough to promote diversity, and courage means no complacency. But in the case of women it also means remaining faithful to who we are.

"As women, we often have constraints if we have a family and we must overcome those. We must also fight clichés and negative preconceived ideas. And as women, we should also be proud of our emotional intelligence and remain faithful to who we really are," she added.

American writer Sally Helgesen, author of the best-selling business practice book *The Woman Advantage*, said she was 'thrilled, moved and excited' by the findings of the McKinsey study and said it formed a future basis for the case of having more women in leadership roles.

She told delegates she agreed women should not hide from the natural abilities their gender brings to the workplace. She said: "Women need a willingness not to compartmentalise their lives, and even to allow aspects of their private lives to inspire and motivate them at work, and hence to inspire and motivate others."

LIFT THE ROADBLOCKS

Moderator Lamia Walker asked panellists: "It sounds like women have it sussed... so why are there still so many roadblocks?"

Michel Landel, CEO of food and facilities management services company Sodexo, which employs 57 per cent women in its 350,000 strong global workforce, identified the biggest roadblock as 'entrenched cultural ideas' in people's minds.

He said: "It's a man's world, and people still need to be educated out of this [idea]. Women as corporate executives often have to make more choices than men, and those with families have more demands on their time than men, so we simply build flexibility into their working lives to take this into account.

"I am personally shocked when I hear people say that there are jobs in my company that a woman cannot do. I am proud to say that in my company, there is no job that a woman cannot do, and there never will be."



Mouna Sepehri



Sally Helgesen



Sandrine Devillard



Michel Landel

SPEAKERS



Sandrine Devillard, Principal,
McKinsey & Company, France



Sally Helgesen,
Author, USA



Michel Landel,
Group CEO, Sodexo, France



Mouna Sepehri, CEO Office, Director in charge
of cross functional teams, France

MODERATOR



Lamia Walker, Associate Director, Lehman Brothers
Centre for Women in Business, UK

FEMALE LEADERSHIP: A COMPETITIVE EDGE FOR THE FUTURE

Female leadership behaviours prove to enhance corporate performance and will be a key factor in meeting tomorrow's business challenges. Hence, promoting gender diversity and leadership variety is of strategic importance for companies.

THE LEADERSHIP BEHAVIOURS MORE FREQUENTLY APPLIED BY WOMEN THAN BY MEN IMPROVE ORGANIZATIONAL PERFORMANCE

In 2007, the *Women Matter* study showed that the companies who performed better in nine organizational performance dimensions identified by McKinsey experienced better financial returns. It also showed that companies with three women or more in their top management teams perform better in all nine organizational dimensions than those that have none.

Therefore, McKinsey has sought to establish whether women make a specific contribution to organizational performance that could explain such a positive correlation. Drawing upon the work of academic researchers who surveyed, classified, and measured – on a frequency scale – the full range of leadership behaviours observed in corporations, *Women Matter 2* identifies nine specific behaviours that can reinforce organizational performance. Looking at how often women and men actually apply these nine behaviours, the study shows that female leaders use five of these leadership behaviours more frequently than men and therefore contribute to improving organizational performance by strengthening five dimensions – three of them in particular.

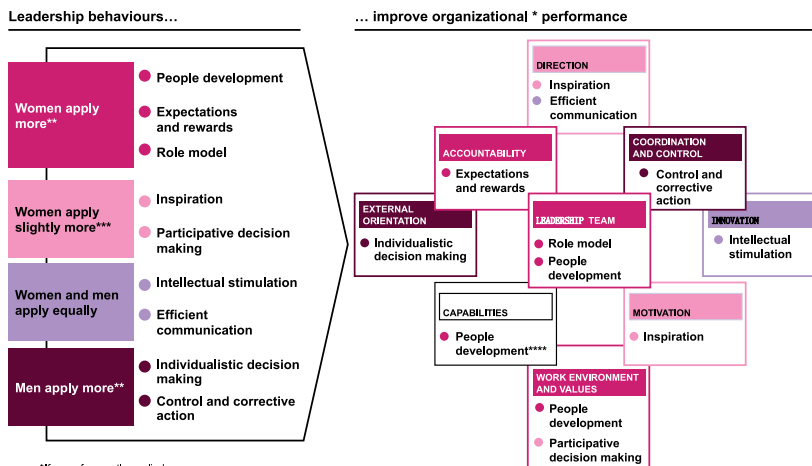
McKinsey & Company's 2007 study *Women Matter* demonstrated a link between the presence of women in corporate management teams and both organizational and financial performance. The *Women Matter 2* study shows that the leadership behaviours more frequently applied by women than by men can reinforce a company's

organizational performance in several dimensions. A McKinsey survey involving more than 1,000 executives worldwide also reveals that these leadership behaviours are critical in meeting the challenges that companies expect to face in the near future and that they aren't as prevalent as they should be in today's corporations.

quently than men and therefore contribute to improving organizational performance

by strengthening five dimensions – three of them in particular.

Exhibit 1
The leadership behaviours more frequently applied by women improve organizational performance by specifically strengthening five dimensions, three in particular.



*If more frequently applied on average
 **Frequency gap ≥ 4 %, statistically significant (t-test : p<0,05)
 ***Frequency gap of 1 %, statistically significant (t-test : p<0,05)
 ****Indirect impact on organizational performance driver
 Source : Alice H. Eagly, Johannesen-Schmidt, and Van Engen, *Transformational, Transactional, and Laissez-Faire Leadership Styles*, 2003; McKinsey analysis



The McKinsey & Company team

FEMALE LEADERSHIP: A RESPONSE TO THE NEEDS OF THE FUTURE

To what extent are these female leadership behaviours also critical in meeting the business challenges of the future? To find out, McKinsey surveyed more than 1,000 business executives from around the world, asking them to rate the importance of long-term global trends that are shaping the business landscape. McKinsey also asked them to identify which of the nine leadership behaviours will be most critical in managing these challenges. Four behaviours emerged as most effective for meeting future challenges and were said to be under-represented in today's corporations. Of these four behaviours, three are more frequently observed among women than among men, and one is a gender-neutral behaviour.

Exhibit 2

Four behaviours are seen as most effective in addressing the global challenges and they are not sufficiently prevalent in corporations today. Women apply more frequently three of these four leadership behaviours.



*Respondents could choose up to 4 behaviors

Source: *Women Matter 2* survey conducted on the McKinsey Quarterly global panel of 684 decision makers

Small business-owners: the challenges and rewards

Winning Cartier Women's Initiative Award was a huge benefit for two women and contributed their rise to entrepreneurial success.

The year 2007 saw the very first Cartier Women's Initiative Awards with its five separate regional prizes spanning the whole globe: Asia Pacific, North America, Latin America, Europe and Africa.

The winner in the Latin America region was Antonia Sanín, whose Bogotá-based educational project, El Globo (The Globe) has gone from strength to strength since she won the award. Sanín has developed educational products based on famous world cities: for instance a story and board game centred around an investigative squirrel who is trying to solve the mystery of a missing gargoyles from Paris's Notre Dame Cathedral. The joy for Sanín is that this game is interactive - the end is ultimately determined by the children, which is why they are so passionate about it: "They love the mystery and they love the main characters," she enthused.

"Winning the Cartier Initiative Award was a boost of confidence – to me and my clients. Plus I got a lot of exposure in the press."

Antonia Sanín



Antonia Sanín



Antonia Sanín



The Cartier Women's Initiative Awards corner



Angel Chang

Angel Chang, who won the inaugural North American award, grew up in a small town in Indiana, but followed her dream to become a fashion designer New York. Her big turning point came at the age of 24, whilst working in the Research & Development department of American designer Donna Karan. "What we were designing wasn't innovative," she recalled. "It was the same fabrics every season, and the industry hadn't changed."

Chang decided to take her own destiny in hand, partnering up with technology schools like MIT to design a new collection using hi-tech fabrics. However, she soon realized that this remains specialized and that shops liked the idea but would not always place big orders. But winning the Cartier Women's Initiative Award had benefited her through mentoring programmes, helping her to develop her brand and long-term strategy.

Her latest collections focus on travel-friendly clothing and accessories for the 22-45 age range. One item in particular caught the eye – a self-heating jacket that uses an internal lining of silver-thread fabric developed for use in the US army. The lining heats up when in contact with a rechargeable battery kept in the jacket's pocket. And there is a welcome side benefit: silver is naturally anti-microbial so, theoretically, the jacket never needs washing!

SPEAKERS



Angel Chang, Founder, Angel Chang LLC,
USA



Antonia Sanín, Founder and General Manager,
The Globe, Colombia



The nominees and laureates of the 2008 CWIA with A. Zieseniss de Thuin and B. Fornas

This year once again saw five extraordinary women from around the world win an exclusive Cartier Women's Initiative Award for an exceptional new business idea.

“Women's entrepreneurship contributes to economic development,” said host Anita Pratap as she explained the philosophy behind the award. Eleven women had been shortlisted for the prize and all of them had developed excellent business plans. But only five would go on to win the prize.

The Cartier Women's Initiative Awards are an international business plan competition created in 2006 by Cartier and the Women's Forum with the support of the consulting firm McKinsey & Company and INSEAD business school. Five female entrepreneurs, one per continent, are chosen annually. Each of them receives coaching support for a full year, a \$20,000 grant and an exclusive Trophy designed by Cartier. Women's Forum founder and CEO Aude Zieseniss de Thuin and Cartier CEO Bernard Fornas presented the prizes:



Bernard Fornas

AFRICA – MAME DIENE

Mame Diene from Senegal has created a cosmetics company called Karistal that uses natural African ingredients. Visibly overcome when she was named as the winner, Diene said her family deserved special thanks when she accepted her award



Mame Diene



The CWIA trophee

ASIA – RENEE KING

Twenty three year old Renee King won the award for her company 'Kalamansi Squeeze,' which sells easy-to-use concentrate of the Calamansi fruit, a staple in Philippine cookery. "Thanks to my team of two she said, with a huge smile. "Who would have thought this little fruit would have bought us all the way to France."



Laura Chicurel



Renee King

EUROPE – LAURA CHICUREL

Laura Chicurel won her award for creating an innovative company that makes luxury leather goods from salmon skin. "The most important thing is to believe in ourselves because the only barriers are the ones we impose on ourselves," she said, before thanking her family for their support.

LATIN AMERICA – CYNTHIA GUY

Sixty-eight year old Cynthia Guy won her Cartier prize for a company that promotes revolutionary hearing aids for profoundly deaf people in her native Panama. "Thanks to my daughter and husband and my staff. They inspired me to be a hope for the hearing impaired in central America," she said.



Cynthia Guy



Mona Jhaveri

NORTH AMERICA – MONA JHAVERI

Medical researcher Mona Jhaveri won her prize for her company Foligo Therapies, which develops pioneering therapies for women with ovarian cancer. "When I started Foligo, it was a lonely road," she said and thanked her staff and family.

Applications are now open for anyone keen to compete for the 2009 Awards.



*“Diversity is not just gender,
but race, culture and beliefs.”*

Carlos Ghosn

Carlos Ghosn

How much diversity are we prepared to accept?

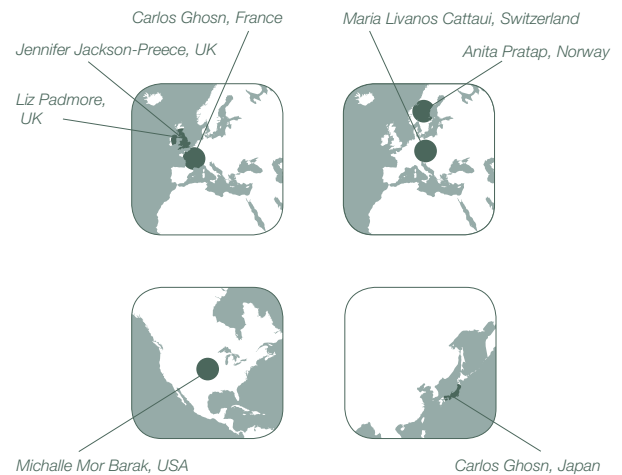
Cohesive and well-integrated mixed societies thrive while those riddled with segregation and prejudice do not. But sometimes the factors that promote diversity are also the very elements that can create even greater divisions in society.

The internet, the spread of English as a common language and educating the world's children about different cultures were all identified as agents that promote integration in society and the workplace, delegates at a session on the importance of diversity heard. But patriotism, religious extremism, fear of identity loss among immigrant populations and poor access to technology, could all impede the struggle to unite peoples of different race, gender, age and culture.

Renault and Nissan President and CEO Carlos Ghosn said: "We need to define our goals regarding diversity, and the best way to do this is to ensure we are approaching diversity from the right direction. We must also be prepared to accept some segregation while we are waiting for diversity to arrive," he added. "But there is ultimately no limit to how much we are prepared to accept. Diversity is not just gender, but age, race, culture and beliefs."

GOOD FOR BUSINESS

"In my business, if we have a problem we cannot solve, we put together a cross-functional team and I am always amazed at the solutions they come up with," he explained. He added that promoting diversity is not just good for the company. It is also good for business: "Our customers also tell us they want diversity. A woman customer for example wants her salesman to be a certain way."



Added Ghosn: "Motivation is also a key to the advancement of diversity, and if someone feels segregated because they are a woman, or too young or too old, how can they be expected to go the extra mile for the company?"

Jennifer Jackson-Preece, senior lecturer at the International Relations department of the London School of Economics, said she believed problems arose when people perceived their values as coming under threat from others they saw as having an alternative point of view. "So we require the imagination to see things from an alternative perspective," she said.

But Carlos Ghosn argued it was not solely values, but cultural differences that enhanced negative divisions. He said: "In Japan,



From left to right: A. Pratap, J. Jackson-Preece, C. Ghosn, L. Padmore, M. Mor Barak, M. L. Cattau

only 1.5 per cent of business leaders are women, but at Nissan, we have broken the trend and five per cent of our senior management is female. And in that culture, when one company like ours shows that we are in a better position because we have more women, then others will follow.”

FLEXIBILITY IS KEY

Michalle Mor Barak, of the School of Social Work and Marshall School of Business at the University of Southern California, told delegates that diversity can be encouraged on a global level as well as at individual company level. It has a lot to do with flexibility. She cited the example of a gay male couple in which one partner worked for a large Dutch petrochemical company.

“When this gay man got a promotion and was sent to work for the company in an African country, it emerged that this foreign country had very different, negative views on homosexuality,” she recounted. “His partner could not follow him to his new country, so the company adapted by allowing their employee to have many more trips back home.”

Jackson-Preece said some things seen as advances to help women actually ended up having an adverse effect, citing the example of flexi-time for mothers. She explained: “Men won’t ask for flexi-time when they are parents because they believe it would harm their prospects of promotion, while women are expected to ask for it, whether it holds back their career prospects or not.”

As part of this working session, the participants divided into three groups to examine specific questions related to diversity. The first group was asked to explore the issue of whether it would become easier or more difficult for societies to integrate people from different ethnic backgrounds, regions and cultures in the years to come.

The overwhelming conclusion was that it would be easier, but that there would be a “rocky road ahead,” according to moderator Liz Padmore, a director and associate fellow at Britain’s Oxford Business School.

GLOBAL GENERATION

She said: “Our discussions found that the younger generation was becoming increasingly international in its outlook, and that integration is becoming easier with the advancement of globalization.” The internet, education systems that teach children about different cultures, the spread of English as a common world language, the media and the availability of global travel were all seen as great aids to integration, she added.

“But some thought that technologies like the internet could also lead to less integration, creating even bigger divisions between those who are connected to it, and those who are not,” she reported. “Other barriers to integration were also identified as nationalism, the perception of threat, religious



Michalle Mor Barak, Maria Livanos Cattau

extremism and the fear of immigrant populations of losing their own national identities.”

A second group was asked what they thought were the best ways to manage and encourage national cohesion and avoid fragmentation. The answers from delegates overwhelmingly identified the need for common values and shared goals, and the crucial importance of involving governments, the private sector and individuals as ‘stakeholders’ in the process.

Jennifer Jackson-Preece, senior lecturer at the International Relations department of the London School of Economics, said: “A top-down approach from government at improving integration does not always work on its own. There needs to be common involvement.” The group also believed that “legislation to outlaw discrimination and prejudice is vital,” she added, “and there was also a feeling that the media could be encouraged to promote more positive aspects of immigration, rather than always focusing on the negative.”

START AT SCHOOL

A third group was asked to consider what action could be taken to make diversity an asset in our companies and societies. Moderator Anita Pratap, an independent writer and journalist from Norway, said: “We found that there was no single individual action that would be enough, but rather a combination of actions from macro government level right down to the micro level of communities and families.”

“It was also felt that education was essential as the very first step in making diversity an asset to our societies,” she added. “It is the



Jennifer Jackson-Preece, Carlos Ghosn

job of schools to teach children about diversity, and to sensitise them to the issue from the very earliest years.”

Carlos Ghosn summed up by telling delegates that to promote cohesion at all levels, it was vital to get to the very roots of the differences that existed between people. He said: “A prime example of this is perhaps the fact that women still cannot be priests in the Catholic church. But it just so happens that if you look at the bible, you’ll find that Jesus never actually said that. Jesus fought segregation, and so should we.”



Michalle Mor Barak



Carlos Ghosn

KEYNOTE SPEAKER



Carlos Ghosn, President and CEO of Renault, President and CEO of Nissan, France and Japan

SPEAKERS



Jennifer Jackson-Preece, Senior Lecturer, European Institute and International Relations department, London School of Economics, UK



Michalle Mor Barak, Professor, School of Social Work and Marshall School of Business, University of Southern California (USC), USA

MODERATORS



Maria Livanos Cattai, Member of the Board of Directors, Petroplus Holdings, Switzerland



Liz Padmore, Independent Consultant and Director, Director and Associate Fellow, Oxford Business School, UK



Anita Pratap, Independent Writer and Journalist, Norway

Gender balance in financial services: what can I do next Monday 8 am?

The banking sector is still dominated by men, especially when it comes to the top jobs. At a time when many are saying macho behaviour is at least partly to blame for the current financial crisis, what can be done to ensure that more of our banks are run by women?

Introducing the session, Bertrand Pointeau of Bain & Company, presented a survey carried out by his firm that explored the issue of 'Leadership Supply.' "If you look at the number of executive directors in FTSE 100 companies in recent years, the proportion of women has moved from two to three and a half percent," he said. "The needle has hardly moved at all," he continued.

The speakers discussed the issue of why the banking sector seemed to be so incapable of propelling more women into top positions. Philippe Lagayette, Managing Director and Chairman of the Management Committee of JPMorgan France, explained he had just retired. "I am no longer head of JPMorgan in France and I have organised a successor and she is a woman," he said not without pride.

Pascal Roché of Barclays France tried to equal this by explaining that Deanna Oppenheimer was his company's UK Banking Chief Operating Officer. But it was quickly agreed that such appointments were still very much the exceptions that proved the rule.

"It's time to start focusing on the men and we also need to fix the systems."

Avivah Wittenberg-Cox



Pascal Roché



Philippe Lagayette



Jean-Michel Steg



Avivah Wittenberg-Cox



Bertrand Pointeau



Anne Bauer

MOTHERHOOD AND FINANCE

Jean-Michel Steg, Head of Banking for Citigroup Global Markets, France said that in his experience, the biggest challenge was keeping hold of female staff for long enough for them to rise to senior positions. “The big issue is maternity. It affects retention and that makes a huge difference at the top,” he said. A number of reasons were given for this apparent tendency of women to leave the banking sector to have children and not return. These included a working culture with long hours, the high cost of child care and working patterns that are not flexible enough. Changes could be made in these areas, said Steg, but to be effective they had to be made from on high by senior managers. “The decision to work differently has to be made at the top,” he said.

Avivah Wittenberg-Cox, CEO, 20-First, France said what mattered most was that the decisions had to start being made and it was men who should make them. “Can we please start asking men to be accountable for gender balance,” she asked.

“A lot of people who are in place now deserve to go.”

Jean-Michel Steg






P. Roché, A. Bauer, J-M. Steg, A. Wittenberg-Cox, P. Lagayette, B. Pointeau

SPEAKERS

-  **Philippe Lagayette**, Managing Director and Chairman of the Management Committee, JPMorgan, France
-  **Pascal Roché**, Country Manager and Managing Director, Barclays Bank, France
-  **Jean-Michel Steg**, Head of Banking, Citigroup Global Markets, France

MODERATORS

-  **Anne Bauer**, Grand Reporter, Les Echos, France
-  **Bertrand Pointeau**, Director, Bain & Company, France
-  **Avivah Wittenberg-Cox**, CEO, 20-First, France



Françoise Gri

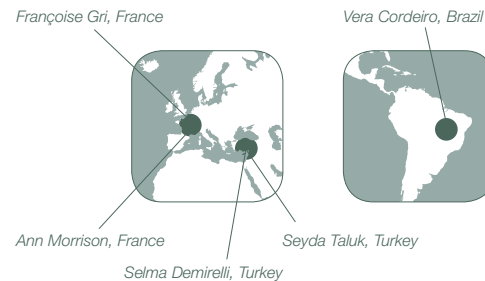
Assessing the impact of social entrepreneurship

Helping to improve people's lives is not just a matter of charity. Applying business practices to development and social projects works. In this way, both individuals and corporations can make a difference.

“Social entrepreneurship” is defined as an activity that addresses social problems using business principles. It is a growing trend that has sprung up to fulfil needs not met by governments or NGOs. The subject of this lively panel discussion was therefore business, but a kind of business in which performance is measured in terms of how much positive change it brings to society.

Vera Cordeiro is a medical doctor who founded Renascer, an association in Rio de Janeiro, to break the vicious cycle of illness and poverty by focusing not just on patients but on their entire families. The association's methodology met with so much success that it has been replicated in 22 other centres across the country and is now public policy in one state of Brazil. It stands as an example of a social enterprise in that it joined together civil society, government entities and private sector companies to help the poorest of the poor.

Cordeiro explained that the inspiration behind her initial project came from the 20 years she spent working in a public hospital. She saw the same sick, poor children, over and over again, and often watched them die. “The doctors and nurses take care of



the disease,” she said. “But who takes care of poverty?” Mothers had an average of four children, lived in damp, leaking shacks and often generated no income. In 1991, Cordeiro moved out of the hospital and set up her association in an old horse stable in the favela, training women as well as providing legal support and medical care.

GOVERNMENT FOR THE POOR

Cordeiro said she raffled off her furniture and even her own children's belongings to finance her project. “My daughter started locking up her clothes,” she recalled. “I had no friends anymore because I asked them for money all the time.” One friend told her she was mad, and that she was acting as though she were the government.



From left to right: A. Morrison, V. Cordeiro, F. Gri, S. Demirelli, S. Taluk

"I said, we're the government for the poor, because the government doesn't take care of them," she recalled. Now, 17 years later, the rate of hospitalization among the poor involved in Renascence's programmes – some 25,000 people – has dropped by 70 percent.

Corporate structures can engage in social entrepreneurship too. Françoise Gri, the head of Manpower France, explained that this temporary employment agency offered millions of jobs every year. She added that the company had set up programmes to facilitate access to employment among the most desperate. "Some people just give up. We use our knowledge and contacts to get them back into the job market," she explained, noting that a full 25 percent of French people under 25 are unemployed. Many of them had never seen their parents work, she added.

ORGANIZE AND UNITE

Meanwhile, Turkish survivor of the 1999 earthquake Selma Demirelli said that the catastrophe "had given her the opportunity to do what she'd wanted to do all along:" start a social enterprise. First, she became involved in rescue work and organized women to enable them to generate income and become more autonomous. She then set up a preschool childcare facility to help women go out to work, followed by a catering company staffed by women. Then, in response to massive homelessness among poor women following the disaster, she established Turkey's first women's housing cooperative. "The government provided homes to property owners who had lost theirs during the earthquake, but not to poor women," she explained. Demirelli first organized a savings cooperative, and four years later, the women purchased land and built homes. "If we organize, if we unite and if we're determined, women can do whatever they want," she declared.



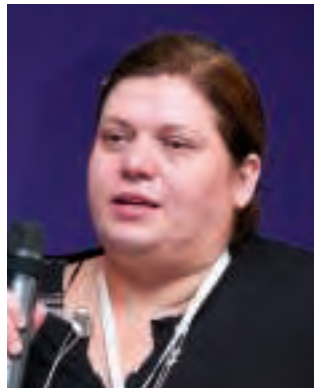
S. Demirelli



A. Morrison



V. Cordeiro



S. Taluk

“We’re the government for the poor, because the government doesn’t take care of them.”

Vera Cordeiro

And what of ambition in all this? Gri offered a healthy approach. “Ambition is natural – it’s about movement, and going forward,” she said. Regarding the concept of power, she thought there was a significant difference of approach between men and women: “To men, power is the impact you have on others – it is personal power,” she explained. “But there is social power – the impact you have on things, and the trail you leave behind that people can learn from. I think women are more interested in this ambition,” she said.

Gri predicted that social entrepreneurship would develop because of a change in young people’s motivations. She mentioned a survey of students at top French business school HEC in which 60 percent said they were involved in NGOs. “That says a lot about the future,” she concluded.

SPEAKERS



Vera Cordeiro, Founder and CEO, Association Saude Criança Renascer, Brazil



Selma Demirelli, Water Lily Women’s Environment and Cultural Cooperative, Turkey



Françoise Gri, CEO, Manpower, France



Seyda Taluk, Turkey Director, Ashoka: Innovators for the public, Turkey

MODERATOR



Ann Morrison, Journalist, TIME Magazine, France

Rising Talents

In 2008, for the second year, 20 remarkable young women were invited to join the Rising Talents network. This initiative led by the Women's Forum aims to identify, encourage and inspire the rising generation of women leaders, by developing an international network of outstanding young women.

Nominees were selected among a pool of 60 candidates representing more than 30 nationalities recommended by participants, partners, and supporters of the Women's Forum. The Selection Committee, comprised of representatives from the Women's Forum and partner companies to the programme Eurazeo and Egon Zehnder International, was impressed by the quality of applications received. Nominees were selected for their professional achievements, such as their academic results and the responsibilities attained in their professional careers despite their young ages. They were also chosen for their strong personal commitment to being actors of change in their communities.

The 2008 nominees form an extraordinarily diverse group. Aged 22 to 35, they are consultants, researchers, CEOs, and plastic



The Rising Talents with A. Zieseniss de Thuin and the partners of the project: E. Sevin (Egon Zehnder International) and V. Morgon (Eurazeo)

artists. They lead careers in big companies, small businesses or non profit organisations, in a wide range of fields such as the environment, advertising, photography, and education. They come from 13 countries, representing 13 nationalities.

Coaching, mentoring and networking are key elements to boost a career. The Rising Talents were invited to take part in all the sessions of the Forum, and to exchange with other participants. They also had the opportunity to share experiences and learn from the life paths of influential men and women through a dedicated programme. Melanne Verveer, Co-Founder, Chair and Co-CEO of Vital Voices Global Partnership, introduced them to the importance of networking. In an open session moderated by Stéphanie Antoine (France 24), the Rising Talents discussed with CEOs Clara Gaymard (GE France), Andrew Hill (Financial Times), Michel Landel (Sodexo), Damien O'Brien (Egon Zehnder International), Patrick Sayer (Eurazeo). The CEOs readily answered the many questions on leadership, passion, the balance between personal and work lives. With honesty and spontaneity, they talked about their own successes and failures. Finally, a private lunch hosted by Eurazeo and Egon Zehnder International was the perfect moment for introducing each of the Rising Talents to their mentor, a woman committed to helping her mentee in her career by sharing experiences and contacts.



Andrew Hill (FT), Michel Landel (Sodexo)

Through their enthusiasm, readiness to meet new people, share experiences and participate in debates, the Rising Talents proved themselves worthy of their nomination and contributed to the Forum with their energy and vision.

Aude Zieseniss de Thuin explained that she launched the Rising Talents initiative in 2007 because she felt responsible as a business woman but also as a mother to promote the younger generation of leaders. This year, many influential men and women were involved in the programme, strongly contributing to its success, whether among the partners of the programme Eurazeo and Egon Zehnder International, Virginie Morgon and Evelyne Sevin, and among the mentors who readily accepted to play their part, the CEOs who were eager to debate and exchange with the Rising Talents.

The Rising Talents network is still in its early stages. The 2007 and 2008 International Nominees, and the 2008 Asian Nominees, attended the Women's Forum in Deauville and/or Shanghai. With their energy and leadership skills, there is no doubt the Rising Talents will help address the challenge of developing an international network with inventiveness and ingenuity.



The Rising Talents column



Patrick Sayer (Eurazeo)



Stéphanie Antoine (France 24)



Clara Gaynard (GE France)



Damien O'Brien
(Egon Zehnder International)

"It was so nice to meet you all at the Women's Forum. I was greatly inspired by each of you -your strength, beautiful visions for this world, and your determination- you all infused me with energy and confidence!"

Jessica Rimington



“Fund managers can’t put money to work for sums of less than \$20-30 million. That rules out small businesses.”

Molly Ashby

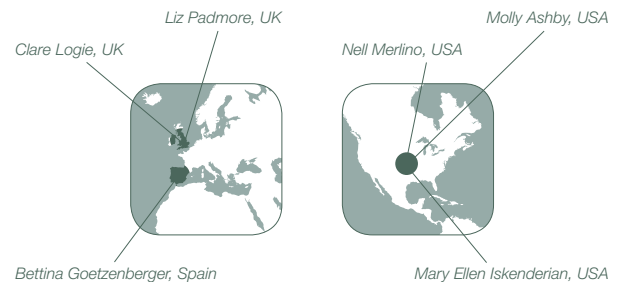
Molly Ashby

Risk capital: a challenge for women entrepreneurs

Gaining access to start up capital for new firms has always been hard, especially for women. With the arrival of the global financial crisis are things about to get even harder? Or easier?

Participants first had the chance to watch a short film about the finalists for this year's Cartier Women's Initiative Award, many of whom were present. It was a particularly appropriate opening to the session since the kind of innovative business projects recognised by the award are precisely the sort of ventures that need risk capital in order to develop and grow, it was explained.

Moderator Liz Padmore began the discussion with an arresting statistic: while 48 percent, or almost half, of small businesses in the US are majority owned by women, just six percent of the country's available venture capital funding goes to female entrepreneurs. While the reasons for this were varied and complex, she nevertheless argued that lenders tended to be more wary when responding loan requests from women. She cited a recent test in which two batches of fake IPO prospectuses were sent out to potential lenders asking for venture capital. The prospectuses were identical except for one detail: half gave a woman's name as the CEO of the imaginary company and the other half had a male boss. The replies were staggering, explained Padmore. "There were 300 percent more offers of finance for the 'male run' company," she said.



WOMEN DON'T ASK

Bettina Goetzenberger, Founder and General Manager of Spanish firm LOMasLEGAL, explained how she had managed to find the funds to set up her business. Initial backing came from friends but when she needed further funds to develop her company, things got more complicated. She had difficulty convincing a number of potential backers that her company was worth investing in and explained how at one point, she found herself confronted with a man in his seventies who clearly did not see the merits of her idea. Things turned out well in the end however, and she managed to secure funding from a Spanish savings bank.

Clare Logie, the Director of Women in Business at the UK's Bank of Scotland, explained that women often approached their business projects differently to men. They also tended to lack the confidence to ask for funding to help develop their firms. "One of the schemes we run when we are training our staff is called 'Women Don't Ask,'" she explained.

Molly Ashby, CEO of Solera USA, explained that women often tended to create rather small firms and this could make access to finance difficult. She said modern venture capital funds did not have the resources to manage a large number of small loans and preferred to lend larger amounts to fewer borrowers. These kinds of loans started out at around US\$20-30 million, far in excess of



From left to right: B. Goetzenberger, C. Logie, L. Padmore, M. Ashby, N. Merlino

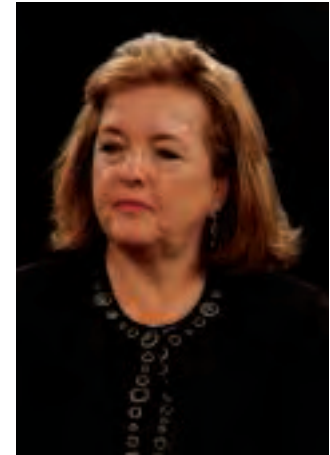
the sums many women entrepreneurs needed. She said something clearly needed to be done to address this need for “Mezzo finance” – larger sums than those provided by micro credit organisations but less money than the packages generally offered by the venture capitalists. “Motivated, driven entrepreneurs are the life blood of an economy,” she said, adding that, “the rise of talented, driven women around the world is undeniable.”

“While women don’t do different things in business, they do things differently.”

Clare Logie



Bettina Goetzenberger



Nell Merlino



Clare Logie



Mary Ellen Iskenderian

THINK BIG

Nell Merlino, Co-founder and CEO of Count Me In for Women's Economic Independence, USA, explained that her organisation was trying to help women who were falling through the venture capital gap by encouraging them to think bigger. She explained that most women in the US who run businesses own firms with a yield of around \$50,000 a year – too small to interest most serious investors. "We have a scheme called 'Make Yours a Million Dollar Business,'" she said, arguing that aiming high was one of the best ways of ensuring serious interest from potential backers. Ironically, it was also suggested that when it came to the question of access to smaller loans, the global financial crisis might just help women entrepreneurs. With business harder to come by, venture capitalists could deign to manage smaller accounts that they would not previously have bothered with, it was argued.

All three panellists also stressed the importance of support and mentoring for women entrepreneurs after they have managed to secure funding. "A lot of what's needed is networking and information for these women," said Mary Ellen Iskenderian, President and CEO of Women's World Banking, USA. Ashby agreed, explaining that her firm was extremely hands-on with any small businesses it helped secure funds for. "We swarm our companies," she said. "Mentoring can help make the difference between success or failure after money has been provided," she added.



Liz Padmore, Molly Ashby

SPEAKERS



Molly Ashby, CEO,
Solera, USA



Bettina Goetzenberger, Founder and General
Manager, LOMasLEGAL, Spain



Mary Ellen Iskenderian, President and CEO,
Women's World Banking, USA



Clare Logie, Director of Women in Business,
Bank of Scotland, UK



Nell Merlino, Co-founder and CEO of Count Me In for
Women's Economic Independence, USA

MODERATOR



Liz Padmore, Independent Consultant, Director
and Associate Fellow, Oxford Business School, UK

Breaking ground in the diamond industry - how women are changing the face of the industry

*“Diamonds really
are forever.”*

Inge Zaamwani-Kamwi

The Diamond Trading Company hosted an elegant Corner which illustrated that a product made specifically for women is not the same unless women are part of the crafting process and how in the diamond mining industry, women are part of the process from mine to finger.

Diamonds may be a girl's best friend, but the gem business has long been a man's world. Nevertheless, the world's No. 1 diamond company, De Beers, has two women in top posts. The company today mines and sells 40 percent of the world's rough diamond production. This meant 50 million carats, worth \$6 billion, annually, said Varda Shine, wearing diamond stud earrings and a very large stone on a pendant.



Inge Zaamwani-Kamwi



Varda Shine



DTC corner

CREATING LOCAL WEALTH

Inge Zaamwani-Kamwi, a Namibian and the first woman to sit on the De Beers Executive Committee, wore dangly diamond earrings and a diamond-studded pendant. She said the company was based "on the principle of partnerships: with governments and communities, with the environment, and with our stakeholders." She noted that diamond industry is the biggest single industry in both Botswana and Namibia. "In Botswana, diamond mining consistently accounts for around 30 percent of the GDP and around 80 percent of export earnings", Shine added. "It is important that the resource we mine generates wealth for the countries where we operate," Zaamwani-Kamwi affirmed.

So where do women enter in the equation? For one, they represent 90 percent of end-users, Shine explained. This made it important to bring more women into the business, she said. In Botswana, the company's clients now have their own cutting and polishing centres, creating approximately 3,000 jobs, Shine noted, adding that "the majority of the workers are women with families." The company aimed to create development programmes to enable the women to rise to management positions, she said. "I am particularly proud of working with a company where all diamonds sold are 100 percent conflict free and in compliance with the Kimberley Process. De Beers guarantees that 100 percent of the diamonds we sell are conflict free and are purchased in full compliance with the national law, the Kimberley Process and our DTC Best Practice Principles. In addition, De Beers has played a leadership role in seeking to eliminate conflict diamonds from global diamond flows", Varda Shine added.

SPEAKERS



Varda Shine, Managing Director, The Diamond Trading Company (DTC), UK



Inge Zaamwani-Kamwi, Managing Director, Namdeb Diamond Corporation (Pty) Ltd, Namibia

Rediscovering luxury in the fashion industry - Illustrations of how to weave tradition and art into retail clothing



Gabriella Cortese



Catherine Schwaab

Rediscovering luxury in the fashion industry – Illustrations of how to weave tradition and art into retail clothing.

Antik Batik is “luxury without the logo everywhere,” Paris Match’s Chief Editor Catherine Schwaab said by way of introduction to this small French fashion company. It was started 15 years ago by Gabriella Cortese, of mixed Hungarian-Italian origin and had now become an “it” brand,” Schwaab affirmed.

Cortese told the audience that her inspiration had come from the “low-profile elegance” of her home town of Turin and the more folk-art style of the clothes she sewed with her grandmother as a little girl. Gradually, she accumulated other influences as she pursued her adventurous life path, which included working as a dancer at Paris cabaret The Crazy Horse. “All those colours, sequins, beads and costumes inspired me a lot,” Cortese said.

Her next stop was Indonesia, whose artistry in batik and block printing she utilized to make pareos, or beach cover-ups, which she took back to Paris to sell. Then it was on to Peru, Mexico and India. She went “wherever people make things by hand,” Cortese added.



Printemps corner

*“It’s no good being
creative if you don’t sell.”*

Gabriella Cortese

COMBINING CRAFT AND CHIC

Working with craftspeople was a joy but not always easy from a commercial standpoint. "It's a battle to make customers understand how much time goes into making a hand-embroidered dress," she said. "But it is important that garments have a soul, when the world is pushing you to have something industrial."

Cortese recently took a major step towards further development for Antik Batik by selling 30 percent of her capital to partners able to create a retail distribution network for the brand. While it had been a hard decision to relinquish "a piece of my cake," Cortese said it was a relief to be able to rely on others, especially now

that she had a child. "When you start out you have to be a one-woman orchestra," she explained, noting that she had handled everything from design and production to promotion and distribution.

It was not easy to be both creative and commercial, she said. "It's a little schizophrenic. One side of the brain is artistic and the other has to count. It's no good being creative if you don't sell."

SPEAKER

 **Gabriella Cortese**, Founder and President, Antik Batik, Italy

MODERATOR

 **Catherine Schwaab**, Editor in Chief, Paris Match, France



Gabriella Cortese, Catherine Schwaab

Because beauty **contributes to better living** **How hospital patients regain self-esteem** **through beauty and well-being?**

M arionnaud invited Cosmetic Executive Women France to co-host their Corner and Discovery session as a tribute to the fantastic work done by this organisation, and to the beauticians who give their time to CEW.

CEW France was founded in 1986 by a group of women “who hated being told we worked for a futile industry,” its President Françoise Montenay explained. She is also the Chairwoman of the Supervisory Board of Chanel and said the group took beauty very seriously, and recognized its importance for people who were ill or recovering from serious illness.

Initially a lobby and trade grouping, CEW shifted its emphasis in 1991 when one of its members told of her experience volunteering in a hospital for terminally ill patients. The woman explained that “dying people want to go with dignity, and they want those who come to say goodbye to take away a good memory of them,” Montenay recalled.

CEW started sending beauticians to a French cancer hospital to give bedside care, and the demand grew so fast the hospital soon gave them a space of their own. So CEW’s Beauty Centres were born and there are now 19 of them, all but five in Paris-area hospitals. After some initial scepticism, the medical professionals had become great advocates of the merits of providing patients with beauty care, she said. “They know we can’t cure the disease but we help give patients the strength to fight the disease better,” Montenay explained.



Françoise Montenay, Maud Combes



Helena Rubinstein corner



Lancôme corner

CEW solicited donations from cosmetics and perfume brands, but had a policy of brand-blind treatments, she said. It has designed specific care protocols for specific diseases. For instance, medication administered to brain trauma victims often caused acne and hair-loss, Montenay explained, adding that CEW asked companies for products designed to treat those conditions. The centres, originally targeted cancer patients, had expanded to care for brain trauma victims and young people with psychological and eating disorders. "A teenager with a major illness loses hope," Montenay said. "What we bring is part of the process of recovering not only health but hope, and with hope comes a greater chance of healing."

SPEAKERS



Maud Combes, Head of beauticians and hospital relations, CEW, France



Françoise Montenay, President of the CEW, President of Beauty Centres, CEW, France



Sampat Pal

Special Programme: Women and Law

Two sessions, hosted by August & Debouzy and Paul Hastings

Although most countries have laws to punish discrimination, domestic violence and other abuses of women's rights, tradition and poverty often mean that these are ignored or not enforced.

It might have been a dry, abstract discussion about law as an instrument for protecting women's rights. Instead, it started off with a vivid and down-to-earth account of what can happen when that instrument fails. Sampat Pal of India told the audience of her method for dealing with abuses of women's rights by men: finding them and beating them with sticks. This rather extreme approach came as the result of Pal's first-hand experience of gender injustice: her forced marriage at the age of 12. Although in theory India outlawed child marriage decades ago, the tradition still thrives today and is widely accepted socially. As a very young housewife, Pal's movements were restricted but she defied tradition and began sneaking out to organize meetings of women to discuss their suffering. In 1980, she formally launched her "Gulabi Gang," (Pink gang) identifiable by their fluorescent pink saris like the one Pal wore during this panel discussion. Now Pal has an office which she described as an informal court, where women came seeking justice, usually in marital

Athalia Molokomme, Botswana



Pinky Anand, India



Sampat Pal, India



Guy Carcassonne, France

affairs. "I try to reconcile the couple, then I seek the help of the law and when that fails, I gather my gang and we take the drastic step of assaulting the men who disobey the law," Pal said. Her organization is now active in seven districts in the Northern Indian state of Uttar Pradesh.

Indian lawyer Pinky Anand, who works on cases tried in India's High and Supreme Courts, expressed an understandably less radical opinion. "I work on a platform that requires a little more restraint," she explained. "But sometimes I would like to use her stick!"

Anand upheld the view that the law was an important tool for enhancing women's rights in India, as a counterweight to tradition. "When you're fighting a system based on belief, tradition and submission, law and social change have to go side by side," she argued. "To change society would take for ever, which is why we need the law." She took domestic violence as an example, saying that it was regarded in India as "a part of life and relationships."

Botswana's Attorney General Athalia Molokomme concurred. "The law has been a critical enabler for gender equality in Southern Africa," she said. She added that southern African countries were also using international legal instruments, such as a UN convention against discrimination, as advocacy tools for women at a national and local level. The next step had been to "domesticate" these international provisions and make them locally applicable.

"Additional African protocols were added, signed by our heads of state," she explained. That in turn had affected national legislation – many southern African countries' constitutions now contained gender equality clauses, Molokomme said. This was helping women to challenge traditional cultural justifications for abuses of their rights.

However, sometimes women themselves have internalized such attitudes so deeply that they do not avail themselves of the protection of the law, panellists and participants agreed. Marie Thérèse Diedhiou, an audience member from Senegal, noted that while women from her country had the legal right to refuse a polygamous marriage, they seldom did. "Social pressure is such that she will not use the tool of the law – law is overruled by tradition," Diedhiou said.

India's Anand agreed. She said many Indian women did not claim their legally-guaranteed inheritance because this was frowned upon in what remains a male-dominated society. They also frequently tolerated physical abuse despite wide-ranging government and NGO action to facilitate legal recourse against it, she noted. "Laws can never force people to exercise their rights, and women may not always want to claim them," she said.



Sampat Pal



Guy Carcassonne



Pinky Anand



Athalia Molokomme

"To change society would take for ever, which is why we need the law."

Pinky Anand



The enforcement of laws was also an issue, Anand said, noting that while many developing countries may have laws protecting women's rights, they often lacked the material resources to implement them and punish infractions. This was what had provoked Sampat Pal to take up the stick with her Pink sari gang, Anand admitted.

Botswana's Molokomme acknowledged that poverty was also a major obstacle to women's access to legal protection, and that education, outreach and legal aid programmes were necessary to ensure that the law was not a luxury limited to wealthy educated women. "There is no doubt that the law in itself is not enough," she said. "A lot of women don't know their rights, or are too poor to claim them."

SPEAKERS



Pinky Anand, Lawyer, Supreme Court, India



Athalia Molokomme, Attorney General of Botswana



Sampat Pal, Founder and Leader of the "Gulabi gang", India

MODERATOR



Guy Carcassonne, Professor of Public Law, University of Nanterre, France

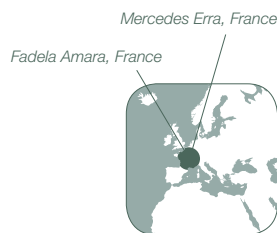
A conversation with **Fadela Amara**



Fadela Amara

"I am convinced that the women of the world hold the keys of progress, for humanity."

Fadela Amara



Born in 1964 in the central French city of Clermont-Ferrand, Fadela Amara grew up on a tough housing estate, the fourth of ten children of a Kabyle labourer. She began her political career as a women's advocate in France's impoverished suburbs and was appointed Minister of State to the Minister for Housing and Urban Affairs by President Nicolas Sarkozy.

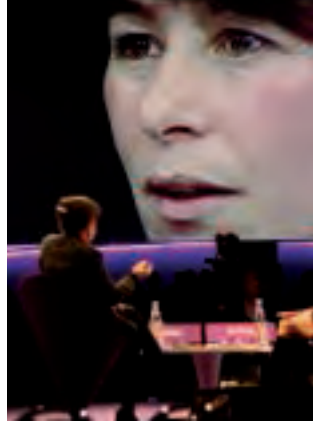
“I don't understand how Europe can accept archaic traditions which oppress women. When cultures and traditions are oppressive, we must oppose them. We cannot accept polygamy, forced marriages or female excision and yet these things still exist in our communities,” she told participants.

The outspoken feminist came to national attention in 2004 when she founded her organization “Ni Putes, Ni Soumises” (Neither Whores nor Submissive) in response to the murder of a 17 year-old French Kabyle girl whose former boyfriend doused her in petrol and set her alight.

Amara noticed that campaigns against forced marriages did not exist in France until a debate on the subject had been launched by her organization. “The Ni Putes, Ni Soumises movement made people aware that there was an enormous problem here, that the position of girls had become catastrophic,” she said.



Fadela Amara



Fadela Amara



Mercedes Erra, Fadela Amara



Jacques-Etienne de T'Serclaes,
Anne-Marie Idrac



Fadela Amara

THE BATTLE IS NOT OVER

Although the movement has succeeded in provoking a serious discussion between young men and women in the suburbs, Amara stressed that the battle for equality and respect for women is far from over with what she described as "archaic pressures" on women, such as virginity, making a come back. "We must fight for our right to choose our companions in life, to dress as we wish and to wear make-up if we want to," she said.

Amara pointed out that the tradition of male power is as widespread in the largely immigrant suburbs where she grew up as it is in the French political environment in which she now finds herself. "Just look at the National Assembly, the Senate and big corporations and you will see what I mean," she said, urging political parties to become "more feminist". "What I really think is that the men just don't want to let go of their power," she said. "But when you liberate women, you liberate men too."

Defining herself as: "French, a Muslim, a believer and secular," Amara is strongly opposed to the wearing of the veil which she describes as a "tool of repression against women". She also expressed opposition to so-called "women's spaces" which she condemned as "regressive". "For people to respect one another, spaces must be shared between men and women" she said.

SPEAKER



Fadela Amara, Secretary of State to the Minister for Housing and Urban Affairs, France

MODERATOR



Mercedes Erra, Executive President, Euro RSCG Worldwide, France



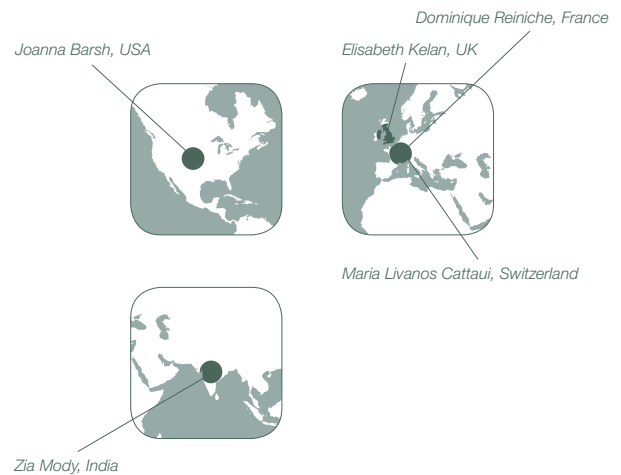
Elisabeth Kelan

Does progress enhance the sense of happiness?

The study of happiness and life satisfaction has opened groundbreaking perspectives in the last few years. The notion of happiness is gaining serious traction as a potential output-variable for government action, whether as a simple point of reference or as an explicit goal. But what really defines “happiness” and how does it relate to the concept of progress?

Where does happiness come from? Studies show that 50 percent of our happiness is genetically determined while ten percent depends on life conditions, leaving just 40 percent which we have the power to influence for better or worse.

Ways of improving our happiness can be roughly divided into three groups, Joanna Barsh, Director of McKinsey & Company noted. Firstly, there is pleasure of the sort which can be gained from chocolate, wine or camembert. “Delicious, sadly short-lived and inclined to make us sick if we get too much of them,” she said. Secondly, we can increase our happiness levels by engaging in an activity which we are good at. This triggers “flow” with resulting heightened energy levels. Thirdly, we can make ourselves happier by adding meaning to our lives.



MEASURING HAPPINESS

Surprisingly, increased success and ambition had not increased women’s sense of happiness and fulfilment. “Objectively, women’s situations have improved, but subjectively statistics show they have not,” said Elisabeth Kelan. “In the 1970s, studies showed women were slightly happier than men. Now it is the other way around,” she said.

Although there was a bigger pay gap in the 1970s between women and their male colleagues and they occupied lower positions, they nevertheless enjoyed greater job satisfaction than they do today. This can be explained by the fact that women have increased their demands about what it takes to be happy. In the 1970s, women tended to compare themselves with other women, but now they compare themselves with both men and women, Kelan said.



From left to right: J. Barsh, E. Kelan, M.L. Cattai, D. Reiniche, Z. Mody

She also pointed out that, unlike men, women's happiness decreases with age. Marriage increases longevity in both sexes, with men living on average an extra seven years, and women an extra three. In the last 35 years, women have also moved increasingly into the labour market, but men have not moved into the domestic arena to the same extent.

THE WAY TO BE HAPPY

The studies Kelan referred to covered women in Europe, the US and Canada, but not women in the rest of the world. Zia Mody, who founded one of India's foremost law firms, pointed out that these statistics would not apply in her country where 70 percent of women are forced to live with less than US\$ 2 per day. Another major obstacle to women's happiness in India is the fact that an estimated 45 percent suffer domestic violence.

"Successful companies are usually vectors of progress so are they also vectors of happiness?" Maria Livanos Cattai asked Dominique Reiniche. The Coca-Cola Europe president replied that corporations can make a contribution but they obviously cannot solve everything. "The way to be happy is to be at peace, in harmony

with yourself and to be your own best friend. If that is not true, you will not be happy however successful you are," Reiniche said.

Nevertheless, corporations can contribute to progress and thus act as enablers for happiness, she argued. "Firstly, companies can contribute to society by employing lots of people, both male and female, and people of many different nationalities to whom they provide a good level of income. They can also support health and wellness initiatives."

"Meaning has a lot to do with ownership. Everyone wants to feel empowered."

Zia Mody



Zia Mody



Joanna Barsh



Dominique Reiniche

Reiniche cited ways she felt her own company had made valuable contributions to society. These included encouraging responsible marketing at European level by spearheading a voluntary ban on advertising soft drinks to children under 12 and introducing nutritional labelling, an initiative which began as a voluntary scheme but which had now been written into the legislation of several European countries, including Germany, Poland and Romania.

MORE MEANING IN OUR LIVES

Barsh noted that any job can be a source of great happiness if it is filled with meaning. Reiniche agreed. “Every year we ask our employees what they do and do not like and people tell us they need more meaning in their jobs. The first way of giving people meaning is to let them contribute their own ideas. Business today needs to be a two way street,” she said. “Meaning has a lot to do with ownership,” Mody added. “Everyone wants to feel empowered.”

Cattai made the point that women define happiness more in terms of the quality of their days rather than in terms of salary and position. As the session drew to a close an American psychotherapist in the audience pointed out to heartfelt applause that: “Happiness is not getting what you want, but wanting what you have”.

SPEAKERS



Joanna Barsh, Director, McKinsey & Company, USA



Elisabeth Kelan, Senior Research Fellow, London Business School, UK



Zia Mody, Senior Partner, AZB & Partners, India



Dominique Reiniche, President, Coca-Cola Europe, France

MODERATOR



Maria Livanos Cattai, Member of the Board of Directors, Petroplus Holdings, Switzerland

Club Med where happiness means the world

The search for happiness has become an underlying trend in today's society. Books, conferences and scientific research all focus on it. Happiness – or how to achieve it – is the idea of the early 21st century. Today, people seek happiness in the form of a personal experience characterized by simplicity. In today's society, the goal is not so much to find "Happiness", but more to seek happiness in multiple and varied forms – those small and large joys that punctuate our lives.

While happiness may be a current concern and a growing value in our society, it has been Club Med's "raison d'être" since its inception: "a spirit was born from that idea," as one of its founders, Gérard Blitz, said. Indeed, since 1950, Club Med has continued to reinvent the chemistry of happiness.

Today, it offers a demanding international clientele products tailored to satisfy their desires.

By repositioning itself, Club Med is, more than ever, the one place where sophistication meets fun.

Gérard Blitz often stated: "The goal of life is to be happy. The place to be happy is here and the time to be happy is now."

With its "Happiness Corner" at the October 2008 Women's Forum, Club Med wanted participants to experience this vision of happiness, which is also recreated in its 80 Club Med Resorts around the world.



Happiness corner

A 360° photographic installation plunged the Women's Forum guests into Club Med's atmosphere: fabulous landscapes, great variety of activities, moments of happiness shared among families... Guests were then welcomed to enter a cheerful atmosphere, with very vivid colours, where each could discover messages of happiness from all over the world, and even write their own way of seeing happiness.

Some quotes written by participants:

- Destiny, and maybe Happiness, is the shape I give to my desire.
- Happiness is not the goal; it is a way of life.
- Don't wait for someone to make you happy. Be happy, find it yourself!
- Tomorrow is the first day of the rest of your life. Be happy.
- Happiness is feeling well and making others feel excellent.

Finally, participants were invited to experience a night time party ambiance on the beach, to experience another form of being happy.

What is the Club Med spirit? The world is vast, a source of encounters and wonders. Club Med knows those moments of happiness – with family, among friends, as a couple or individually – enrich us and leave a powerful emotional imprint. Dream, laugh, play, share, discover, contemplate...

What if luxury in today's societies meant the freedom to experience these various forms of happiness, large and small, that punctuates our lives?



SPECIAL EVENT | SEVEN



The play SEVEN

Celebrated fashion designer Diane von Furstenberg hosted the international premiere of SEVEN, an inspiring documentary play based on the life experiences of seven women from the Vital Voices Global Network co-founded by Melanne Verveer.

“I have always been inspired by women’s strength and this documentary is the strongest testimonial of the power of women,” von Furstenberg said. “It is a privilege to bring it to the Women’s Forum.”

A collaboration between seven extraordinary women leaders and seven award-winning female playwrights from around the world, the show is a ground-breaking documentary play which offers an inspiring glimpse into the lives of women who have overcome seemingly insurmountable obstacles to achieve justice and freedom. Triumphant over physical and mental abuse, oppression, adversity and threats to their lives these women’s gave participants at the Women’s Forum an insight into the courage and sacrifice women leaders have made to improve the destiny of others across the globe.

“The play is so moving,” von Furstenberg said. “It is inspiring without being condescending. I have seen it so many times, but it is so authentic I still cry each time. At the end, the real women meet with the actors and everyone cries,” she added. “It’s not over for these women, they go back and they are still persecuted, they still have to fight.”



PROJECT I OPENING DINNER HOSTED BY BARCLAYS



Chris Grigg (Barclays)



Diane von Furstenberg



Melanne Verweir (Vital Voices)



Opening dinner

"I found all of their stories very inspiring," said Catalina Restrepo, marketing manager for Leonisa, a Colombia-based lingerie company, after watching the play. They all suffered something huge in their lives, one was raped, another's parents were killed. What impressed me was that they used their courage to transform all that suffering, sadness and bitterness into doing great things for other women to prevent them from suffering similar things." Rodah Awinja Masavim from the Kenya Pan African Postal Union was also very moved by the play. "Women can be subjected to so much and it is very sad that this continues today in what we call the modern age," she said. "When the men said 'beating is love', I felt bad, because when you are beating you are not loving, you are hating."



Anabella de Leon, Mukhtar Mai, Inez McCormack

Diane Von Furstenberg



Diane von Furstenberg



Dominique Reiniche (Coca-Cola)



Diane von Furstenberg



Clara Rojas



Clara Rojas



Patricia Santos, Clara Rojas



Patricia Santos (Cegos)



Clara Rojas

Brainstorming lunch: my top priorities, what can I do about them

With the world financial crisis overshadowing concerns, the question of progress takes on a bigger dimension. But what are the priorities?

The list of concerns regarding the global crisis expressed at the brainstorming lunch moderated by Claude Smadja of Smadja & Associates, Switzerland, was long and varied, from the importance of women's education to fears of the danger of armed conflict in an economically unstable world. The role of women, the role of the media, the impact on the poor, were also evoked.

Paul Waide, a Senior Policy Analyst with the International Energy Agency in France summed up the main themes. "A lot of you were talking about prosperity, inclusiveness and sustainability," he said.

Carlos Ghosn, the President and CEO of Renault and Nissan conceded that the old style 'laissez faire' or 'ultra liberal' economics was dead and gone and we were heading for new economic order.

Clyde Prestowitz, Founder and President of the USA's Economic Strategy Institute said, mentioning Gordon Brown and Nicolas Sarkozy, that certain governments had shown clear leadership in dealing with the economic turmoil: "Europe has taken the lead in responding to the crisis."

He added that other criteria than profit, such as general well-being, could become far more important in tomorrow's economy. France's former Justice Minister, Elisabeth Guigou, said she found it "very encouraging to hear that long term issues haven't disappeared behind emergency issues."

"The social impact of this crisis in terms of jobs will be very important," she added. She concluded that to overcome the challenges ahead, "women have to speak out."

"The financial system will never be like it was before. Every birth comes with pain but we will see the birth of a new kind of system."

Carlos Ghosn



Clyde Prestowitz



Elisabeth Guigou



Paul Waide




Carlos Ghosn

SPEAKERS

-  **Carlos Ghosn**, President and CEO of Renault, President and CEO of Nissan, France and Japan
-  **Elisabeth Guigou**, MP, French National Assembly, France
-  **Clyde Prestowitz**, Founder and President, Economic Strategy Institute, USA
-  **Paul Waide**, Senior Policy Analyst, International Energy Agency, France

MODERATOR

-  **Claude Smadja**, President, Smadja & Associates Strategic Advisory, Switzerland

Women in the media



Mercedes Erra



Mercedes Erra (Euro RSCG)



Brigitte Grésy (Women Rights and Gender Equality)



Michelle Reiser (CSA)

Part 2 **Life Sciences & Technologies**

“The world is changing very fast and what we should try to do is formulate simple principles.”

Monique Canto-Sperber

A photograph of two women sitting in chairs and talking. The woman on the left has short, wavy blonde hair, wears glasses, a red cardigan over a white collared shirt, and a lanyard with a badge. She is gesturing with her right hand while holding a small card in her left. The woman on the right has long, straight blonde hair, is wearing a black top and a necklace, and has her hands clasped. They are both looking at each other against a dark blue background.

“We have to keep up with science. We need to put our decision making on steroids.”

Julia Moore

Julia Moore, Patricia Pineau

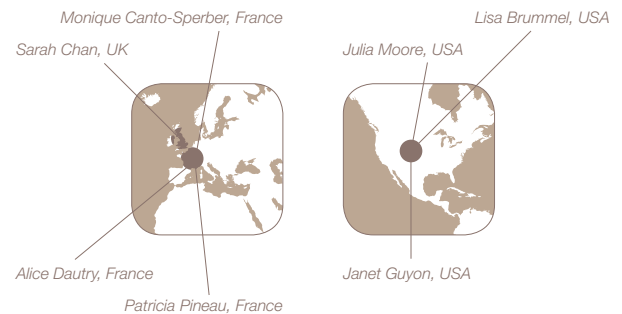
Does innovation in sciences and technology always mean progress?

In a world where almost anything seems possible, what limits should we place on scientific and technological research? This fundamental ethical question is even more important when it applies to human beings.

Opening the discussion, Lisa Brummel, Senior Vice-President for Human Resources with Microsoft argued that her industry probably found itself faced with fewer moral dilemmas than colleagues working in the field of medical science. But she said that important questions nevertheless remained for the information technology industry.

"For us the main questions centre on the security and privacy of information," she explained. "Information can be helpful but it can also be harmful," she went on. Microsoft needed to ensure that wherever it was present in the world, the tools it provided were used "in the right way."

The precise definition of what this "right way" might be differed from country to country, so her company always tried to work with people in the field to ensure that its principles were respected.



MORAL ISSUES

Julia Moore, Deputy Director of the Project on Emerging Nanotechnologies at the Woodrow Wilson International Institute for Scholars, stressed that there is a vast number of moral issues being raised by the rapidly developing nanotechnology sector, which produces microscopically small products with a huge range of applications. She explained that there were now around \$130 billion worth of nanotechnology products available on the market. Medical nanotechnology was already giving rise to some serious ethical questions and these would only become more complex as the sector developed, she warned.

"We have to be particularly attentive about 'super-humanism'", she cautioned. Nanotechnology could in the foreseeable future allow doctors to increase people's IQ levels by several points, she explained, adding that such advances could have clear advantages for people suffering from certain mental handicaps. But should new treatments also be made available to wealthy parents who simply want to make their normal, healthy children even more brainy?



Monique Canto-Sperber, Sarah Chan

Alice Dautry, Director of France's Institut Pasteur said debates about the future direction of medical research needed to take the specific needs of women into account far more than they do at present. She used the example of AIDS research in Africa, where girls are four times more likely to contract the disease than men, but where most studies were still biased towards the needs of male sufferers. "Women's bodies are physiologically different. We need specific clinical trials for women," she said.

ONE TYPE OF BEAUTY?

The beauty industry also needed to take ethical questions into account as it developed new products, said Patricia Pineau, Director of Research Communications at L'Oréal, France. The company had a duty to ensure it did not sell a uniform image of what a beautiful person is, but rather promoted the idea of, "the diversity of beauty." She also said her company was committed to phasing out animal testing as soon as possible and that L'Oréal also tried to make sure that it did not import from developing countries product ingredients that could be used as food. Unsurprisingly, the discussion also touched on the on-going US election campaign, with most participants overtly or implicitly

"The choice today is not about having a child or not having a child. It's about what kind of child you have."

Monique Canto-Sperber

suggesting that they thought Barack Obama would do more for scientific progress than John McCain if elected President.

The session also looked at the important question of who should make the rules when it comes to deciding how scientific research should progress. Again there seemed to be broad agreement on this point. Sarah Chan, a Research Fellow with Centre for Social Ethics and Policy at the University of Manchester in the UK made a clear point: "The question of who decides is very important," she said. "Progress is all very well, but we need to think about progress towards what. What do we want from science?" she said.

RESPECT

The only way to ensure that this fundamental question is answered satisfactorily is to ensure that as many people as possible are involved in the debate. Leaving these kinds of decisions to elite groups of 'experts' would be a grave mistake, she warned. "It's a process that needs to involve everybody from the ground up," she said.

Monique Canto-Sperber, Director of France's Ecole Normale Supérieure, agreed but added that there was a danger of getting bogged down in detail when framing ethical guidelines to govern research.

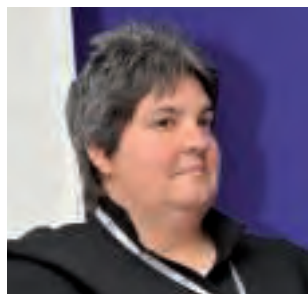
"The world is changing very fast and what we should try to do is to formulate simple principles," she said. "These principles should be applicable not only to today's existing scientific advances but also to tomorrow's as yet unknown discoveries", she continued. She said such principles should include respect for the human being, the integrity of the body and the refusal to turn the human body into a product.



Janet Guyon



Alice Dautry



Lisa Brummel



Patricia Pineau

SPEAKERS



Lisa Brummel, Senior Vice-President for Human Resources, Microsoft, USA



Monique Canto-Sperber, Director Ecole Normale Supérieure, France



Sarah Chan, Research Fellow, Centre for Social Ethics and Policy, University of Manchester, UK



Alice Dautry, Director, Institut Pasteur, France



Julia Moore, Deputy Director, Project on Emerging Nanotechnologies, Woodrow Wilson International Institute for Scholars, USA



Patricia Pineau, Research Communications Director, L'Oréal, France

MODERATOR



Janet Guyon, Managing Editor, Bloomberg, USA



Etienne-Emile Beaulieu, Arnavaz Aga

Do I really want to know that much about my future health?

Advances in genetic testing hold great promise in the early treatment of some diseases. But knowing too much can also cause stress and anxiety, in particular in cases where the illness is incurable. Is it better to know, or not to know?

While the genetic revolution has allowed us to find out increasing amounts of information about our future health, eliciting both fear and hope, it has also opened a Pandora's Box of ethical questions. How much do we really want to know about our health in a world where a medical response may not yet be available or where such information could lead to loss of privacy and possible discrimination?

"One of the key issues about genetic information is how personal it is. It talks about factors that are incredibly intimate, about who we are, about how our futures will unfold," Jane Blumenthal said. She added that she felt strongly that the only ones who can decide whether to access information about their future health are the individuals themselves. Recent genetic advances also pose the question of how we go about managing the anxiety inherent in learning such information about ourselves.

Maria Livanos Cattai, Switzerland

Etienne-Emile Beaulieu, France

Arnavaz Aga, India



Jane Blumenthal, USA

One of the big questions is when will genetic mapping become obligatory? It may be voluntary now, Maria Livanos Cattai pointed out, but consider today's compulsory testing of children and babies. This did not happen 50 years ago. "Testing is a huge industry," she said. "Already an increasing number of corporations and insurance companies are introducing compulsory testing," thereby raising important questions about our freedom and privacy. "Sometimes I fear that in 20 years' time, the definition of the word anonymous in the Oxford English Dictionary will carry the mention 'obsolete' next to it," Cattai said.

“We will always remain schizophrenic about our health – we want to know but we are afraid to find out.”

Maria Livanos Cattai



Maria Livanos Cattai

INFORMATION OR PRIVACY?

The panel discussed whether the acquisition of genetic information about our health was a way to empower the individual or whether the risks of privacy invasion were too great. Blumenthal reminded the audience that the US passed the Genetic Information Act earlier this year to regulate privacy.

“However, we need to remember that once information of this nature is out, it cannot be reversed. We cannot reclaim our privacy. Personal privacy and identity are becoming very blurred and we do not yet know all the implications of that,” she said. Cattai warned of the worst case scenario whereby: “We will not be employable or we will be excluded from certain jobs, or required to take remedial action because of genetic testing.”

Etienne-Emile Beaulieu pointed out that although people are living longer now than at any point in history, human genes have not changed. “There is no existing gene which is like a watch and is going to tell you how long you have to live,” he said. “The length of your life is only 25 percent - at most - dependent on your genes.”

KNOWLEDGE CAN BE MISLEADING

Beaulieu also pointed out that some 50 percent of people who reach the age of 85 will have a neurodegenerative illness such as Alzheimer’s disease. By the age of 80, women were twice as likely to suffer from Alzheimer’s as men.

“The question is whether we will be able to use the knowledge we have now to avoid that situation, especially when we consider that the life expectancy of those born after 2000 is 100,” he said.

Beaulieu also noted that knowledge can be misleading, citing studies which show that some 50 percent of 45 year old brains already have Alzheimer’s lesions. However, this is not a reliable indication of who will end up with the disease. People whose brains show no sign of lesions when they are young may end up with Alzheimer’s later, while young people with lesions may never develop the disease.



Etienne-Emile Beaulieu



Jane Blumenthal

We are all condemned to die from the moment we are born. That is the reality of life, but we have to try to keep our bodies and minds healthy. However, the recent advances in genetic testing also raise the question of whether we want to find out if we have a disease about which we can do nothing.

TO KNOW OR NOT TO KNOW

Blumenthal argued that it is better to know than not to know, but that people need to be educated in how to deal with that knowledge and the stress it may cause. She also said that testing could bring wider benefits.

“If there is evidence that a significant section of the population is affected by a particular disease, this might encourage government to push for research to find a cure. It might move forward faster than it would have otherwise,” she said.

“All the tests are uncertain, unpredictable. Do you really want to deal with all that anxiety?” argued Arnava Aza. “Then again, you might be in perfect health, but you are full of jealousy, you are unable to reach out to other people. You might add years to your life, but what kind of years will they be? It is far more challenging, far more difficult to go on an inner journey.” She concluded: “If you are at peace with yourself you will have lots of energy and even if you do get ill you will be able to cope better.”

SPEAKERS



Arnava Aza,

Director Thermax Ltd., India



Etienne-Emile Beaulieu, Honorary Professor,

Collège de France, France



Jane Blumenthal, Director, Health Sciences Libraries, University of Michigan, USA

MODERATOR



Maria Livanos Cattai, Member of the Board of Directors, Petroplus Holdings, Switzerland

Consumerism in healthcare - the new frontier

It may seem unthinkable in most European countries, most of which have national health care systems, but in the US, private equity company Solera Capital, shareholder of The Little Clinic has a new concept of walk-in “retail” care which is showing considerable promise. The clinics are staffed by registered nurses and are situated inside supermarket premises, allowing shoppers to stop in and obtain diagnoses and prescriptions for basic illnesses.

The Little Clinic offered a solution to several issues facing patients in the US, Lisa Loscalzo said. For one, there were fewer and fewer primary care physicians, and “getting an appointment with one can take weeks,” she noted. “About 60 percent of our customers don’t even have a general practitioner. So until now either they never went to the doctor or they used the emergency room,” she said.

Secondly, doctors’ offices are often not very conveniently located, whereas US supermarkets have parking facilities and generally offer everything from groceries and postal services to pharmaceutical prescriptions and dry cleaning. With The Little Clinic on-site, healthcare becomes just one more item on the one-stop shopping list.

Finally, The Little Clinic was roughly 40 percent cheaper than consulting the average physician, Loscalzo said. While most insurers now covered patients that used the Little Clinics, they remained affordable even for the many Americans without health insurance, she claimed. Nurses, though highly qualified, earned half what a doctor does, and the clinics had a lower cost structure, without sophisticated diagnostic equipment, she said.



Fazeela Abdul Rashid



Lisa Loscalzo

The clinics mainly treat minor injuries and ailments like colds, flu, upper respiratory illness, allergies, bladder infections and skin rashes. They are also able to do blood and urine tests, refer patients to specialists, and administer vaccines. The Little Clinic has 75 outlets in seven US states today, and plans to expand nationwide. Initially, the clinics were criticized by the medical profession, but that has changed. "Now when physicians go on vacation they refer their patients to us," Loscalzo said.



Julie Klapstein

SPEAKER



Fazeela Abdul Rashid, Principal, Solera Capital LLC, USA



Julie Klapstein, CEO, Availity, USA



Lisa Loscalzo, Executive Vice President of Business Development and Founding Member, The Little Clinic, USA

Brain performance at your business service - IQ & EQ

Most people only use 20% of their brain's capacity. So how can we tap into more of our brain's potential? And how can learning about the brain's different types of electrical waves help us to lead a more fulfilling life?

Our brains are all intrinsically the same, said Guillaume Caunègre, as he set about demystifying our cerebellums. "There is nothing different between the brains of men, women, children or people from different cultures." All use the same four electrical brain waves, and all have a similar structure, Caunègre demonstrated using a model that came apart into sections.

The challenge lies in harnessing our brain's power. So how can we do that? Easy, it turns out. We can start switching on our grey matter with a light-bulb. Caunègre held up a lit bulb, and asked the audience to stare at it for 30 seconds, before telling everyone to close and cover their eyes with their hands, lean forward and "look" at the shifting colours and shapes that the mental imprint of the light-bulb had left behind. During this time, he asked the audience to breathe deeply and visualise what they wanted to get out of the day ahead.

INCREASING AWARENESS

Easy to replicate at home, this experiment wakes up the right side of the brain, the part that Caunègre said "sets you free, helping you to see the globality of a situation." In so doing, it also alters the electrical frequency pattern of the brain, shifting it from short, high-frequency beta waves to the alpha waves more associated with relaxation and the ability to listen and focus.



Guillaume Caunègre



“Learning can be boring and tiring sometimes, but it can also be fun!”

Guillaume Caunègre



Guillaume Caunègre



Guillaume Caunègre

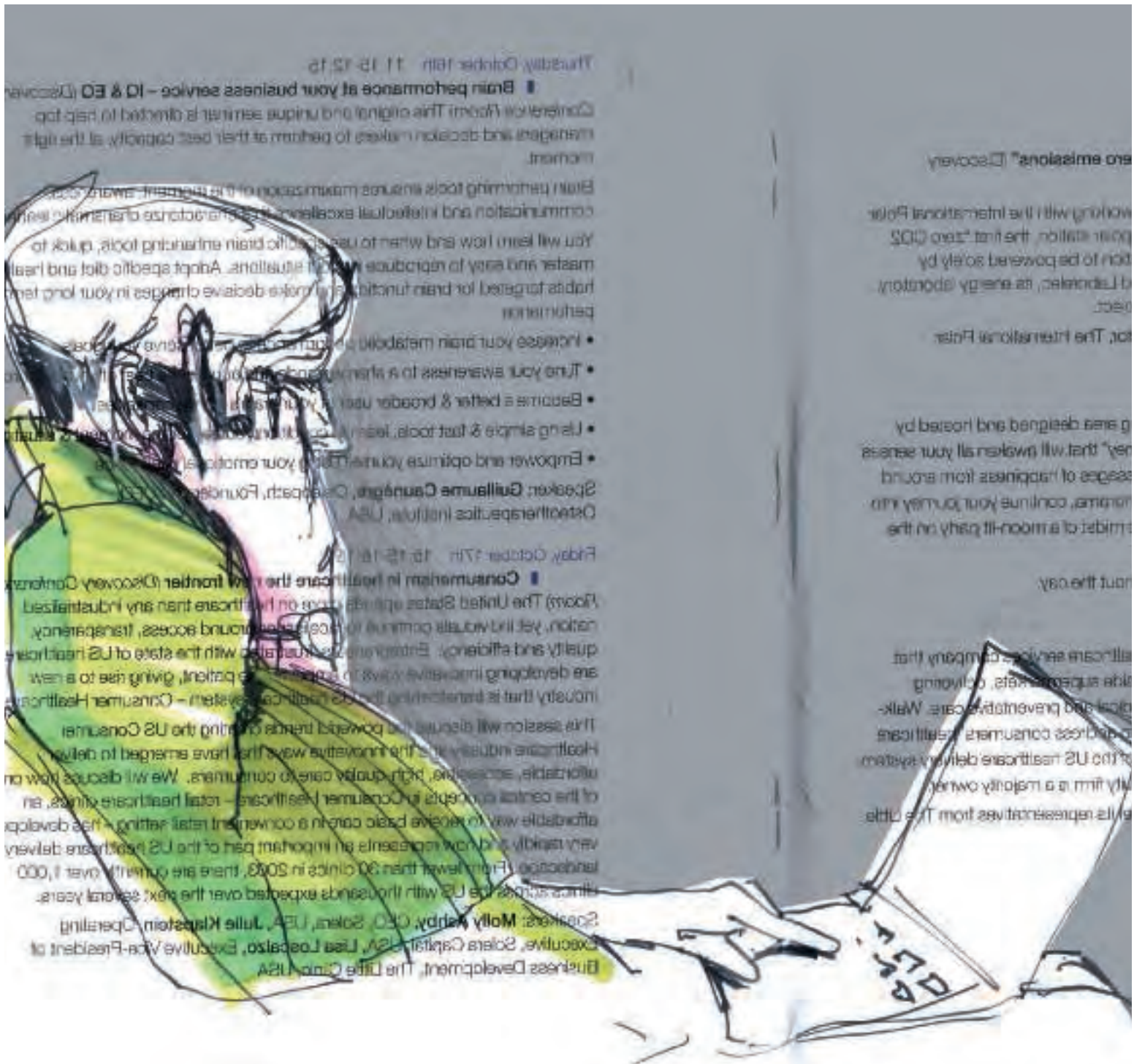
This and other techniques can help us become more aware of how we use our brain, and can be tools to help us develop our performance in life and business, said Caunègre. In a stressful situation, it helps us take a step back and assess how we are functioning.

“Overall brain maintenance helps too”, he continued. “Diet has a role to play, with the brain needing plenty of water to function optimally and, ideally, a steady supply of carbohydrates and ‘slow sugars.’ Steer clear of refined sugars, he urged, add a few fish-oil supplements, do your thought exercises, and your brain will soon be purring like a top-of-the-range Rolls Royce”.

SPEAKER



Guillaume Caunègre, Osteopath, Founder and CEO, Osteotherapeutics Institute, USA



Thursday, October 14th 11:15-12:15
Brain performance at your business – ID & EO Discovery
 Conference Room: This original and unique seminar is designed to help top managers and decision makers to perform at their best capacity at the right moment.

Brain enhancing tools ensure maximization of the highest award, focus, communication and intellectual excellence. Use of a variety of brain enhancing tools you will learn how and when to use specific brain enhancing tools, plus how to master and easy to reproduce in your situation. Adapt specific diet and lifestyle habits targeted for brain function and make decisive changes in your long term performance.

- Increase your brain metabolism and cognitive performance
- Tune your awareness to a brain enhancing tool
- Become a better & broader user of your brain
- Using simple & fast tools, learn how to use your brain to its full potential
- Empower and optimize your brain for your emotional state

Speaker: **Guillaume Canigat**, CEO, Q&E, Founder, Q&E, Ottawa/Ontario, Canada, USA

Friday, October 17th 10:15-11:15
Consumers in healthcare: the new frontier Discovery Conference Room: The United States operates on a healthcare system that any industrialized nation, yet it lacks a common, coordinated approach to care, transparency, quality and efficiency. Entry into the market with the state of US healthcare are developing innovative ways to improve patient care, giving rise to a new industry that is transforming the healthcare system – Consumer Healthcare.

This session will discuss the powerful trends driving the US Consumer Healthcare industry and the innovative ways that have emerged to deliver affordable, accessible, high quality care to consumers. We will discuss how the central concept in Consumer Healthcare – total healthcare clinics, an affordable way to receive basic care in a convenient retail setting – has developed very rapidly and now represents an important part of the US healthcare delivery landscape. From less than 300 clinics in 2003, there are currently over 1,000 clinics across the US with thousands expected over the next several years.

Speakers: **Molly Weirby**, CEO, Solara, USA, **Julie Kleinstein**, Operating Executive, Solara Capital, USA, **Lisa Lospiso**, Executive Vice-President of Business Development, The Life Cycle, USA

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The new frontier of our century: the brain and its complexities

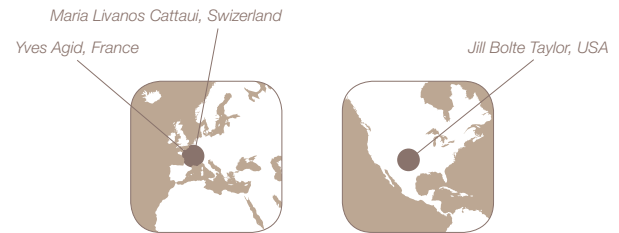
As scientists focus on the most complex organ in the body - the brain - remarkable advances in medical technology are likely to bring untold benefits to the handicapped and those suffering from mental and physical disorders.

Nobel Laureate Sir Charles Sherrington once described the brain as “an enchanted loom where millions of flashing shuttles weave a dissolving pattern, always a meaningful pattern though never an abiding one.” If arguably the biggest advance to emerge from the 20th century was information technology, the new frontier for the 21st century will be research on the brain as we try to understand the functions and patterns of what until now has remained a largely mysterious organ.

“No computers can do what our brains are capable of, computers are stupid as we know, whereas we, with our brains, are supposed to be intelligent,” observed Professor Yves Agid – to general amusement.

UNDERSTANDING THE BLACK BOX

Weighing in at about 1.5 kilograms (3lbs), the brain contains 100 billion nerve cells, each providing 1,000 signals per second. “The biggest challenge of the next ten years will be to understand how two, or three, or ten cells communicate and how we deliver consciousness and memory” said Agid.



“The brain is the conductor of our behaviour. Like a black box, it perceives information from the environment and controls movement. The mystery of the brain is what happens inside the black box – how do memory, words and language and the subconscious function,” he added.

Jill Bolte Taylor, a neuro-anatomist, is uniquely qualified to talk about the functioning – and malfunctioning – of the brain. Not only did she grow up with a schizophrenic brother who inspired her to study neuroscience, but she suffered a massive brain haemorrhage in 1996 while working as a brain scientist at Harvard. The stroke left a blood clot the size of a golf ball in her left hemisphere, temporarily robbing her of language, memory and the ability to read, write and walk. She turned what could have been a tragedy into a positive learning experience with unexpected spiritual dimensions.



M.L. Cattai, J. Bolte Taylor, Y Agid

EUPHORIA IS NATURAL

"As a brain scientist, it was a fascinating experience. I was my own experiment. I was in a state of bliss and euphoria because I had been liberated from a lifetime of emotional baggage and I have to admit I did not want to return to that. I became an infant in the adult world. It was quite a ride and I must say I preferred it to my normal state," she said.

She considers that attitude to recovery is vitally important. "I now tell my medical students that they have to be more attractive than euphoria if they want their patients to get better," she said.

As Bolte Taylor recovered she also had the strange experience of feeling emotions which she did not recognize. "When I first felt the physical sensations of anger, I had to relearn that it was anger. I just knew it felt awful and I didn't want to rerun that circuit any more. I learned that even if my anger circuit was triggered, I could stop it within 90 seconds by focussing on the present moment." But her most remarkable discovery was that: "We are wired to experience euphoria and deep inner peace".

Bolte Taylor noted that scientists are coming together with practitioners of alternative medicine to study the effects of meditation and prayer on the brain. Scans of brains of meditators show that shutting off the brain's inner chatterbox in the left hemisphere opens up the right hemisphere to experience feelings akin to the spiritual concept that we are part of something bigger.

FUTURE HOPE

As Maria Livania Cattai opened the floor to questions, Agid reassured the audience that Attention Deficiency Disorder in children usually disappeared between the ages of 10 to 15 and that contrary to popular perception, Alzheimer's disease, the most common form of dementia, is not hereditary except for 0.17 percent of cases.

"Computers are stupid as we know, whereas we, with our brains, are supposed to be intelligent."

Professor Yves Agid

Bolte Taylor protested against stroke patients being described as “victims”, a negative term she feels impacts badly on recovery, suggesting they should instead be called “survivors”.

The panel also discussed predictive diagnosis of inherited illness and the ethical problems it may pose. It emerged that major fields of future research will focus on genetics with the aim of understanding the human blueprint and genetic disorders in order to be able to eventually provide a cure. The role of the environment on genes will also be a major focus, Agid predicted.

Given that one person in seven will suffer from a severe disease of the nervous system during their lifetime including trauma, depression and dementia, the big challenge of the 21st century will be how to combat neurological disease. The future is likely to offer new hope for the handicapped as medical technology brings remarkable progress, for example in allowing the blind to see with computer imaging, as well as creating robotic limbs which can be controlled by the brain.



Jill Bolte Taylor



Yves Agid

SPEAKERS



Yves Agid, Scientific Director, Institute for Cerebral and Modularity Disorders, France



Jill Bolte Taylor, Professor, Indiana University School of Medicine, USA

MODERATOR



Maria Livanos Cattai, Member of the Board of Directors, Petroplus Holdings, Switzerland

ICT and the unlimited potential of women in Europe and the Middle East

Empowerment through internet technology can enable thousands of women around the world to reach out beyond their local communities and develop work and social opportunities previously denied to them.

It is not just in the developing world that women have limited access to computers – even in Europe one third of the female population does not know how to send an email, a meeting on empowering women through IT was told.

Moderator Sylvie Laffarge, Director of Community Affairs for Microsoft EMEA, said: “It is such a huge issue even in developed western nations that governments are now stepping in to bridge this digital divide.”

The debate invited women working in the Microsoft computer company’s Women in Technology programme to share their experiences of how the project was progressing in their own countries.

Liz de Clercq, of the Fundacion Esplai in Spain said that they had taught 157,000 women how to use a computer, while Abeer Ali Al-Mukhaini, of Women in Technology in Oman, said: “Where I live, we want to help women improve not just their IT skills, but also develop their personalities and learn how to write their CVs. “We focus on low income people and stay-at-home mothers. In one of our success stories, we went off into the rural areas and of the 600 girls who wanted to join the programme, 63 have now got scholarships to study in IT colleges.”



From left to right: S. Laffarge, M. Jakobsone, W. El-Hanafi, A. Al-Mukhaini, S. Al-Jabri, L. de Clercq, T. Samman

Widad El-Hanafi, from Morocco, said the programme there had enabled women to finish their education through the internet with distance learning programmes, and had also helped many of those with fledgling businesses.

“Women working in handicrafts, for example making carpets or jam in the cherry-growing region, can now sell their products not just locally but also use the internet to reach out to other markets,” El-Hanafi said. “The web also helps them network with other women like themselves, so they do not feel like they are working alone.”

“IT skills hugely impact the lives of women worldwide and help promote social and economic progress.”

Thaima Samman

Mara Jakobsonsone, from Latvia, said in her country the programme had opened 40 centres and provided IT skills to 24,000 women. She added: “We try to teach not just practical skills like how to create an Excel spreadsheet, but also motivate women by showing them the benefits and the job opportunities that IT can afford.” The benefits are not just professional: “We also have thousands of Latvians working in the UK and Ireland,” she added, “and IT helps women in Latvia communicate via email with their loved ones abroad.”

She said her oldest student was a 91-year-old man who wanted to sell his car and buy a computer. She added: “I wasn’t sure he should still have been behind the wheel at the age of 91, so I agreed to help him. But in the end the bank lent him the money to buy the computer, so I imagine he is still driving!”



Widad El-Hanafi



Liz de Clercq



Thaima Samman



Salwa Abdullah Nasser Al-Jabri



Abeer Ali Al-Mukhaini



Mara Jakobsonsone

SPEAKERS

-  **Salwa Abdullah Nasser Al-Jabri**, Participant Leader, Women in Technology, Oman
-  **Abeer Ali Al-Mukhaini**, Country Programme Manager, Women in Technology, Oman
-  **Liz de Clercq**, Fundacion Esplai, Spain
-  **Widad El-Hanafi**, Country Programme Manager, Women in Technology, Morocco
-  **Mara Jakobsonsone**, Vice-President, LIKTA, Latvia
-  **Thaima Samman**, Associate General Counsel/Senior Director Corporate Social Responsibility and Corporate Affairs, Microsoft EMEA, France

MODERATOR

-  **Sylvie Laffarge**, Director Community Affairs, Microsoft EMEA, France

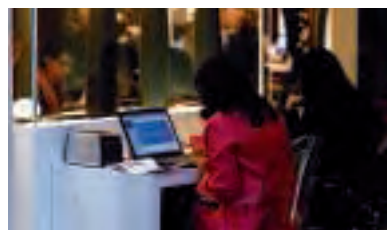
The International student team/blog

For the second year running, a team of students reported live from the Women's Forum on a blog powered by Orange. With the Women's Forum focusing this year on the topic of progress, it seemed key that the younger generation of business students bring their vision to the Forum.

The 2008 International Student Team gathered a group of 21 students belonging to prestigious universities and business schools. They were selected for their enthusiasm and openness by Essec (France), Fudan University (PRC), Instituto de Empresa (Spain), Harvard Business School (USA), London Business School (UK), Nanjing University (PRC), Peking University (PRC), Renmin University (PRC), Shanghai Jiao Tong University (PRC), Solvay Business School (Belgium), Tsinghua University (PRC), Zhe Jiang University (PRC).

Representing a great variety of countries with many participants studying abroad, or having done so in the past, they made a truly international team and were a successful example of work in a cross-cultural environment.

In the months leading up to the Forum, the students worked on a study on the situation of women and new communication technologies, led by Viviane de Beaufort, and a team of students from Essec, and in partnership with Hudson. Are modern communication tools progress for business women's work and private lives? How do new communication tools affect the work vs. home balance for women? Do new communication tools contribute to connecting women or to isolating them? Through overviews of the situations in their own countries and a series of interviews, 15 students compiled valuable testimonies and data on the subject. A group of 7 Chinese students coached by McKinsey contributed to the study by focusing specifically on the Internet as a



The international Student Team



Hudson

ESSEC

BUSINESS SCHOOL
PARIS-SINGAPORE

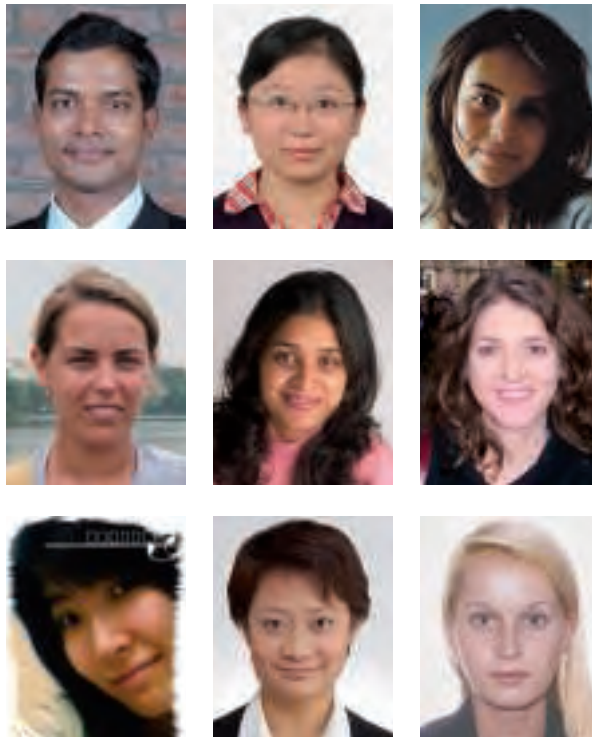
catalyst of the liberation of women in China. In spite of busy agendas and time differences, the students showed great dedication and entrepreneurial spirit in conducting the study.

The Women's Forum invited the students to take part in the meeting. During the three days, they freely attended the sessions, and enjoyed the various events. It was a chance for them to finally meet and start putting together the first conclusions of their study. With enthusiasm, they also interviewed participants and speakers. Coached by Elodie Jacquemond, a professional blogger, they discovered the world of blogging and were encouraged to express their feelings on the atmosphere of the Forum online blog powered by Orange.

INTERVIEW OF CHRISTINE BROUILLET, FRANCE BY SOPHIE ROQUEPLO AND BESMA GRIFAT:

"New communication tools are definitely a time saver! [...] The decision-making process is so much quicker, especially for companies dealing with other countries like ours. [...] I also think client relationships have been drastically, positively affected because it is now possible to communicate with them at any-time and from anywhere. However, [...] I find that there is a high price to pay for the effectiveness of new communication tools. Of course it is a revolution for companies. But it is a source of stress, it invades my family life, if not because of me, because of my children and my husband who are constantly online or on the phone and it definitely generates a lot of 'junk communication'. Whether it is because of 'junk mail' or useless communication, I feel like everybody now loses time everyday to sort through the overflow of information.

[...] In my dreams, progress would be the end of material tools of communication. Maybe something along the lines of telepathy. I would like to see the end of wires, phones, laptops, and be able to do everything from inside my head".



The international Student Team

*“Out of Cinderellas,
we need to make Cyberellas!”*

Viviane Reding



From left to right: N. Leclair, F. O'Sullivan, V. Reding, M. L. Cattau, B. Dautresme, C. Haigneré, B. Dalibard

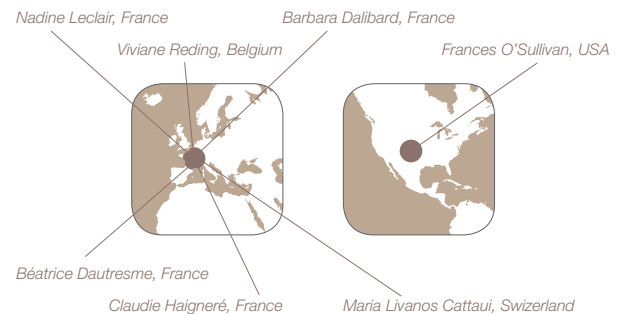
What difference do women make in science and technology?

Is a no-holds-barred assault on the traditionally male preserve of science and technology in the offing? It could be, but more girls need to be encouraged to pursue careers in these fields and as a way to turn around what has become a serious gender imbalance.

Perhaps unexpectedly passion was one of the buzz words that dominated this debate on women in science and technology. Knowledge and innovation are two key pillars of society, said Moderator Maria Livanos Cattai. But what specifically can women bring to the fields of science and technology?

"The customer viewpoint," replied Frances O'Sullivan, Senior Vice-President at the computer company Lenovo. "Male engineers will come up with an idea because they like creating things that seem impossible. Women, however, will ask 'but how will it be used? Will customers buy it?'"

Barbara Dalibard, Executive Vice-President at the telecommunications company Orange, agreed. Women, she said, are responsible for 75 percent of online purchases, and female engineers are very good at matching up technology with simplicity of use.



HOLISTIC THINKING

Nadine Leclair, Senior Vice-President of Vehicle Engineering Development at Renault agreed saying that women have a "more concrete, more holistic approach." This was not only good in terms of efficiency but also in creating user-friendly products.

Another skill women can bring to the table is team building, said Claudie Haigneré, astronaut and Adviser to the Director General of the European Space Agency. "I had the feeling I had more sensitivity towards team spirit," she remarked.

Gender balance is not just a good idea, it also makes business sense said Béatrice Dautresme, Executive Vice-President of Corporate Communications at L'Oréal. She talked of quantifiable benefits that gender balance brings to innovation and pointed out that L'Oréal's more gender-equal research teams published a greater number of scientific papers.

But she also drew attention to the fact that there is a massive human resource gap in research across Europe, so the opportunity for women is huge. European Commissioner for Information Society and Media, Viviane Reding agreed: "In Europe, we are in need of another 300,000 high-level engineers and technological experts," she said. "And although a high percentage of European women get a degree," she added, "less than one percent graduate in computer science."

IMAGE PROBLEM

Reding put her finger on a serious problem that needs to be addressed, which seems to get worse at secondary school level concerning the image young girls have of science: "At age 15, girls start thinking they don't like science and maths any more," she said.

In terms of concrete proposals to redress the gender imbalance in the fields of science and technology, Reding mentioned the importance of shadowing or mentoring initiatives to show girls that it is not all about "cold machines; it's actually about men and women. It's about society!"

O'Sullivan spoke of a need to market science and technology better, on a range of levels to show that it "can be a fun, cool career". Even the recent creation of Girl Scouts cyber badges for skills like blogging could make a difference.

Girls could be lured into science if it is made more attractive, O'Sullivan said. She explained that she defies girls who say they cannot imagine life without computers, e-mail or their cellphones: "My challenge to you is: what are you going to invent for the next generation, so that they say 'I can't live without it!'" She suggested that some areas of science were likely to fascinate girls such as research in environmental sustainability and biomedics.

LET THE STARS SHINE

Haigneré spoke of the need for women scientists to market themselves better, to speak out about their expertise "with passion and self-confidence." And Livanos Cattau concurred, pinpointing the need "to make champions of women in the sciences" and questioning why it is that women "don't know our science and technology stars?"



Claudie Haigneré

Dautresme advocated corporate-funded fellowship programmes, like those organised in nearly 90 countries by L'Oréal. "Corporations are well-placed", she said, "to give visibility to rising stars by harnessing the power of the media": "We absolutely need the media," she declared, "They make these women into heroes."

Commissioner Reding spoke of her efforts to come up with a code of best practice, drawing on the experience of individual initiatives being conducted across Europe and beyond. Her dream is to organise a European-wide day or week during which the theme of women in science would be promoted and debated.



Béatrice Dautresme, Claudie Haigneré

Livanos Cattai brought the session to a close in rousing style. How many members of the audience did not work in the fields of science and technology? The vast majority raised their hands. "Have you been excited by what you've heard here today?" she asked. "Yes!" the audience shouted back. "And would you consider the science and technology today if you had your chance again?" If this audience's response is anything to go by, the gender imbalance in science and technology should soon be a thing of the past.



Frances O'Sullivan



Barbara Dalibard



Nadine Leclair



Viviane Reding

SPEAKERS

-  **Barbara Dalibard**, Executive Vice-President, Enterprise Communications Services Division, Orange, France
-  **Béatrice Dautresme**, Executive Vice-President Corporate Communications, External Affairs and Prospective, L'Oréal, France
-  **Claudie Haigneré**, Adviser to the Director General of the European Space Agency, France
-  **Nadine Leclair**, Senior Vice-President, Vehicle Engineering Development, Renault, France
-  **Frances O'Sullivan**, Senior Vice-President, Product Group, Lenovo, USA
-  **Viviane Reding**, Commissioner for Information Society & Media, European Commission, Belgium

MODERATOR

-  **Maria Livanos Cattai**, Member of the Board of Directors, Petroplus Holdings, Switzerland

SciTechGirls Day

As the West continues to face a worrying shortfall in the number of women in the fields of science and technology, the Women's Forum took up the challenge once again, hosting its second annual SciTech Girls Project prior to the three-day gathering.

One hundred and fourteen girls and young women studying science or mathematics at high school or university level in four European countries flocked to Deauville on October 15, 2008, to attend an inspirational series of talks and debates designed to encourage them to pursue careers in their chosen subjects. The day also provided them with the invaluable opportunity to meet 14 international role models – women whose diverse careers in science and technology provide shining examples of their success in their fields.

“Continue in the science and technology sector because the world needs you, we need you,” urged Aude Zieseniss de Thuin, Founder and CEO of the Women's Forum in her welcome speech.

Only 20 percent of engineering students are women, she said, and although France trains some 28,000 engineers a year, that falls short of the 38,000 per annum it needs.

*“The world needs you,
we need you.”*
Aude Zieseniss de Thuin



Girls taking the train to Deauville



Cécile Dubrovin, Marie-Hélène Therre



Pierre Bismuth



A round table discussion with a role model

Astronaut and former French government Minister Claudie Haigneré, patron of this year's SciTech Girls, then talked to participants via a dynamic short film in which she spoke of the importance of women's involvement in science and technology as a key factor in helping to develop a new society. Three interactive sessions followed between experts, scientists and students. "Discover that you are powerful and that there are no limits. You can change the world and improve people's lives, so do it," said Araxi Urrutia a Mexican specialist in genomics who is a research fellow in the Biology and Biochemistry Department at Bath University in the UK.

Among the nuggets of good advice the girls took away from the day were: "Don't try to be perfect." "Don't attempt to be super-woman." "Don't try to be a man." "Value your difference as a woman."



100 SciTechGirls in front of the Salle des Fêtes of Deauville

The day also included round table discussions with the role models. Participants compared the sessions to “speed dating,” with the older women changing tables every 30 minutes to meet a new group of students.

For many of the young women who were particularly concerned about how they would juggle a fulfilling personal life with a demanding career in science, the role models were able to provide reassurance that a satisfying balance between private life and work is not only desirable but a perfectly attainable goal.

“I had almost decided to give up on pursuing a career in science because I thought I wouldn’t be able to reconcile it with having a family, but after listening to the speakers and talking to the role models here today I can see there are far more possibilities than I ever imagined,” said Dalila Selmane, 17, from Le Corbusier high school in Aubervilliers near Paris. “I realize now it is possible and I will definitely reconsider going into science.”



A. Urrutia, S. Bubernann, C. Schmuck, High School students



Martine Cazier

Aude Zieseniss de Thuin closed the day with the news that the success of the SciTechGirls Project had inspired requests from China and the US to launch their own versions of the initiative. As the students left to return home, each received a copy of that day's Le Monde containing a study showing that the more women executives a company has, the better its results. The Women's Forum leader concluded: "This study is the proof that women are the future of mankind."

SPEAKERS

-  **Philippe Augier**, Mayor of Deauville, France
-  **Pierre Bismuth**, President of WIST, working group on women and science at the European Commission, France
-  **Sally Bubernann**, winner of the Imagin Cup, Microsoft Prize, Argentina
-  **Martine Cazier**, Deputy Director, Ecole Centrale Paris, France
-  **Katheryn Corich**, Founder and Director of Sysdoc, UK
-  **Cécile Dubrovin**, Programme Director, Thales, France
-  **Claudine Schmuck**, Director, Global Contact, France
-  **Marie-Hélène Therre**, President of Zomen Engineers, France
-  **Araxi Urrutia**, winner of the L'Oréal-UNESCO prize "For Women and Science", Mexico
-  **Aude Zieseniss de Thuin**, Founder and CEO, The Women's Forum for the Economy and Society, France



Wendy Luhabe

Part 3 The Global Picture

“Our governments have a responsibility to seek common solutions to safeguard Europe and the world’s economies.”

Margot Wallström



Margot Wallström

Women and European politics: a time for change

At current rates it will take until 2045 to achieve gender parity in the West's legislative bodies. But many examples show that if women are involved in the planning stages of projects, these are often better adapted to the situation. So, can we afford to wait that long?

Margot Wallström was hailed as pioneer in her role as first woman member of the European Commission by moderator Christine Kerdellant. Wallström was also the first member to have her own blog, an initiative that earned her the nickname "the citizens' commissioner." In 2006, the former Swedish MP and government minister was named Sweden's most popular woman.

Wallström likes to shake the establishment tree, as she made abundantly clear in an editorial for the Financial Times entitled "Europe's Male Cartel Should Be Broken." She also has a wicked sense of humour. "Men mess things up, and women clean them up," she quipped. Referring to the financial crisis, she pointed to the fact that on the very morning of this session, Iceland had nominated two women to restore the country's insolvent banks to health. More generally, she said, "Our governments have a responsibility to seek common solutions to safeguard Europe and the world's economies, not to rescue some financial actors from their own mistakes."

Christine Kerdellant, France



Margot Wallström, Belgium



Stéphane Truchi, France

PAY NOW OR LATER

She warned against letting the current crisis obscure long-term issues like global warming and argued that some people imply that in the current context, the world can't afford to fight climate change. Listening to them would be a "tremendous historical mistake," she said. "The question isn't whether we can afford to address climate change – it's whether we pay now or later."

Like many environmental and societal ills, global warming affects women disproportionately more, particularly in developing countries. Women account for 85 percent of deaths related to climate change, Wallström noted. Many women are not taught to swim. They think of saving family members first and are trained not to leave their homes, she said, noting that footage from the 2004 tsunami shows women running towards the waves, not away, in attempts to rescue loved ones.

Similarly, a dearth of resources related to global warming penalizes women most. Shortages of water or wood for fuel mean women have to spend more time and travel further afield to gather them, Wallström said. They are also the first to tighten their belts: "Women and girls eat least and last when food is scarce."

THE STAKES ARE HIGH

On the subject of women and European politics, Wallström pointed out that at current rates of increase in women's presence in legislative bodies, gender parity would not be achieved in the developed world before 2045. "Are we willing to wait that long?" she asked. The stakes are high. EU parliamentary elections next June will involve 375 million voters from 27 countries. "Only elections in India concern more voters", she noted. "Women make up half of the electorate – they should account for half of the seats and government positions," she maintained. Though the highest ever, the share of women European Commissioners was only one-third today, Wallström said. "Family photos of the EC mostly show men in ties. It's a dysfunctional family," she half-joked. Her goal was to see "50-50 democracy," or parity, in the EU, "for the sake of democracy, the sake of Europe and the sake of the whole world."

WOMEN CAN PLAN

Women's representation is not just an abstract symbolic goal. Wallström gave examples of situations in which women's perspectives had had a major impact on very concrete situations. One concerned Sri Lanka, where Wallström temporarily "retired" in 1998 to set up an NGO. As work was under way to design a bridge, the men scoffed at being forced to accept gender equality



Stéphane Truchi

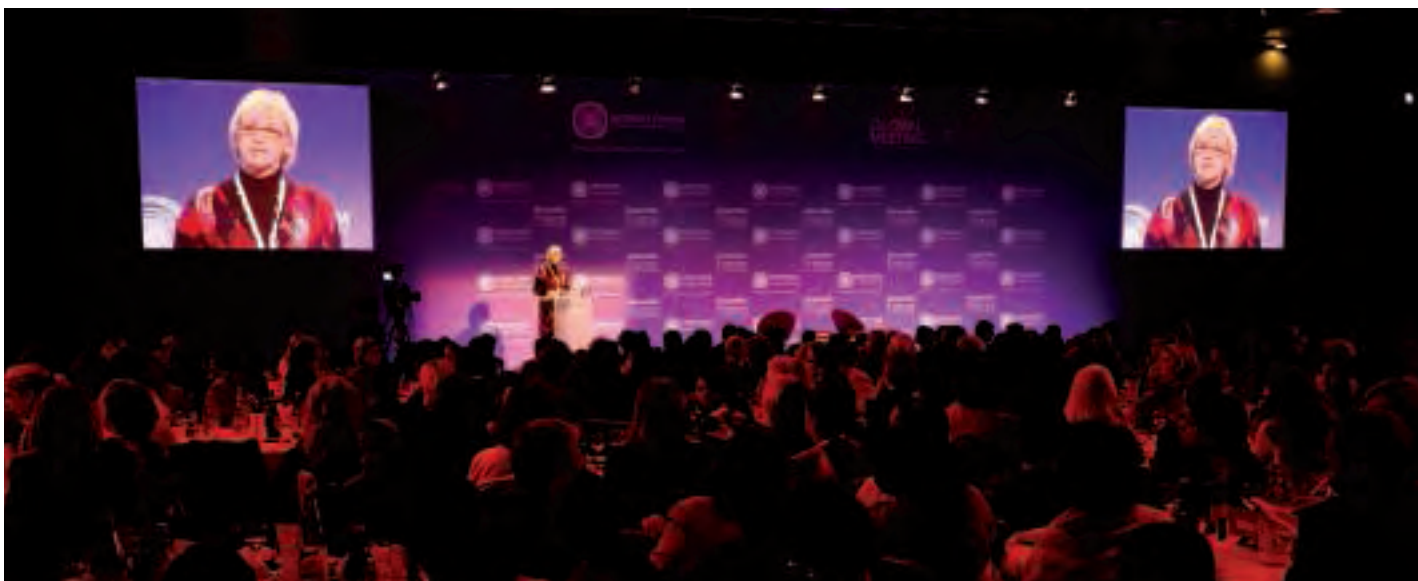


Christine Kerdellant



Margot Wallström

in the drafting process. But the results were edifying: the men had decided that only one thoroughfare was needed, for cars. But the women added an additional lane, because they and their children needed to use the bridge too, but on foot, as only men drove. In another example, Wallström cited an Afghan project that brought running water into women's homes. The idea was to save them labour, but the effect was to further isolate them.



Margot Wallström

Women consulted after the fact regretted the measure because it deprived them of one of their only reasons for leaving the house. “Women wanted to go to the well. It was their only opportunity to meet people and find out what was going on,” Wallström related. “If women had been involved in the decision, [the planners] would have known that,” she said.

Meanwhile, back in Europe, she noted that discrimination was still widespread, and that women earned an average of 15 percent less than men doing the same work. What was the answer? “We need to break stereotypes and build women’s self-confidence,” she advised. “We need to show women that the EU is relevant to their needs and aspirations. Women must step forward.”

SPEAKERS



Stéphane Truchi, President, IFOP,
France



Margot Wallström, Director, European Commission,
Belgium

MODERATOR



Christine Kerdellant, Chief Editor, L'Express, France



Emilie Pellarin

PricewaterhouseCoopers helps the Women's Forum minimise its environmental impact

PricewaterhouseCoopers' contribution to the Women's Forum Global Meeting in Deauville, was to minimise the Forum's impact on the environment and raise awareness of climate change among participants.

The « Women's Forum Climate Club » was set up allowing participants, through an independent carbon offsetting provider, myClimate, to offset their CO₂-emissions incurred during the meeting. Participants' "offsetting" donation was invested into a "Gold Standard" carbon offsetting project based in Karnataka, India using available biomass fuels for power generation.

Experts from the sustainability department of PricewaterhouseCoopers France discussed the issue of sustainability and climate change with participants and will help the Women's Forum develop a sustainability charter to secure a long term sustainable approach to future meetings.

"Climate change is no longer a science issue only: environmental issues now have a direct financial impact on the value of companies. In the next ten years, performance measurement in the sustainability field will become key to business evaluation, value creation, regulatory legitimacy and public policy."


Thierry Raes, Sustainable Business Solutions, Marketing & Communication Partner, PricewaterhouseCoopers



Climate Club
WOMEN'S FORUM
FOR THE ECONOMY & SOCIETY

Partnered by PricewaterhouseCoopers





*“We must act now on the environment
because even if we fail,
failing by five percent is better
than failing by 95 percent.”*

Thierry Raes

Julia Harrison, Thierry Raes

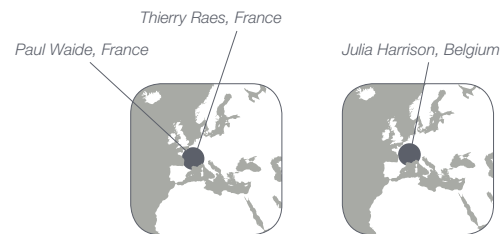
If we were truly serious about the environment...

Are the current targets to reduce greenhouse emissions ambitious enough... or with a surge in power consumption in the world's emerging economies, have governments set themselves unrealistic goals that they can never reach?

The booming economies of China, India and other developing countries are posing a massive new challenge to our previous international targets for the reduction of global greenhouse emissions, the panel of environmental experts remarked.

The surge in energy use in emerging economies cannot be halted but those nations should not even be criticised for following the example of the West which has been greedily consuming fossil fuels for decades, it was explained.

But a global strategy to reinforce the role of governments, the private sector and consumers was paramount if global warming was to be contained and the planet preserved for future generations, delegates were told.



THE GREATEST CHALLENGE

Paul Waide of French International Energy Agency, said: "Climate change is one of the greatest challenges we face as a species. Energy production accounts for 60 per cent of emissions. At current rates, we will have 42 billion tonnes of CO₂ emissions by 2030 and double that by 2050." Waide explained how greenhouse gases heat the planet by increasing the energy of the sun trapped at the earth's surface. Therefore, by increasing the proportion of greenhouse gases, the climate of the planet changed.

"It takes 110 years for half of the CO₂ to disperse, so once you've let the gases out, it takes a long time for them to disappear," he added.

Moderator Julia Harrison asked the panel members whether they believed current emission targets were ambitious enough. Thierry Raes of PricewaterhouseCoopers in France, said: "By 2020, the EU wants to reduce greenhouse emissions by 20 percent and increase the efficiency of energy use by 20 percent, but no one actually knows if this will be enough."



From left to right: Thierry Raes, Julia Harrison, Paul Waide

ANOTHER PLANET

"If we keep on consuming the way we do and emerging countries like China and India exercise their right to consume energy like the rest of the developed world has been doing, we will soon be needing a second, third or even fourth planet to live on," he added.

Waide said the EU's target for controlling global warming was to limit rising temperatures by just 2°C by 2050. He added: "To achieve this, emissions will have to come down four or five times by that date."

The panel went on to explore possible solutions to the crisis - and the corresponding roles of government, NGOs and individuals in tackling the issue. Waide said: "A government's role is to set the rules of the game by determining the conditions the market will operate in, but individuals and the private sector have a tremendous role to play in interpreting those policy signals. But either way, not acting on this is not an option".

"Thirty per cent of the energy we currently use is being consumed so inefficiently that even by trying to save that energy for purely economic reasons regardless of the environment, we would be taking a huge step forward."

CHINA CAN ACT FAST

Delegate Fiona Grieg, of McKinsey, asked the panel about the prospects of China pulling its weight environmentally in the years to come. Waide said China had the drive to slash energy consumption, but was still using energy on a truly massive scale. He explained: "On the one hand they took steps like changing all traffic light bulbs in Beijing to low-energy light emitting diodes in just six months. But on the other hand, they are adding the equivalent of the entire annual power consumption of Germany to their national energy demand every year."

Raes reminded the panel: "But unlike in Europe where it can take two years of bureaucracy to close down a polluting power station, the Chinese state can do it in two weeks."



Paul Waide



Thierry Raes

CONSUMER RESPONSIBILITY

The role of the consumer in energy efficiency was also described as being 'of paramount importance'. Raes said: "It is like realising that we have to learn again when the season for strawberries is. We have become a society in which we think we can eat anything at any time of the year, and should have everything in the shops all the time. But by not eating strawberries when they have to be imported, we will make huge savings on emissions."

He added: "We know the price of a vacuum cleaner in the shops, but do we really know its total price in terms of energy use? Perhaps by spending more on a machine that uses less energy and lasts longer, we will ultimately spend less."

In conclusion, the panel agreed the key to managing greenhouse gas emissions was responsible governments, NGOs and individuals all acting in unison to control, manage and reflect on the amount of energy they consume.

SPEAKERS



Thierry Raes, Sustainable Business Solutions, Marketing & Communication Partner, PricewaterhouseCoopers, France



Paul Waide, Senior Policy Analyst, Energy Efficiency and Environment, France Division, International Energy Agency, France

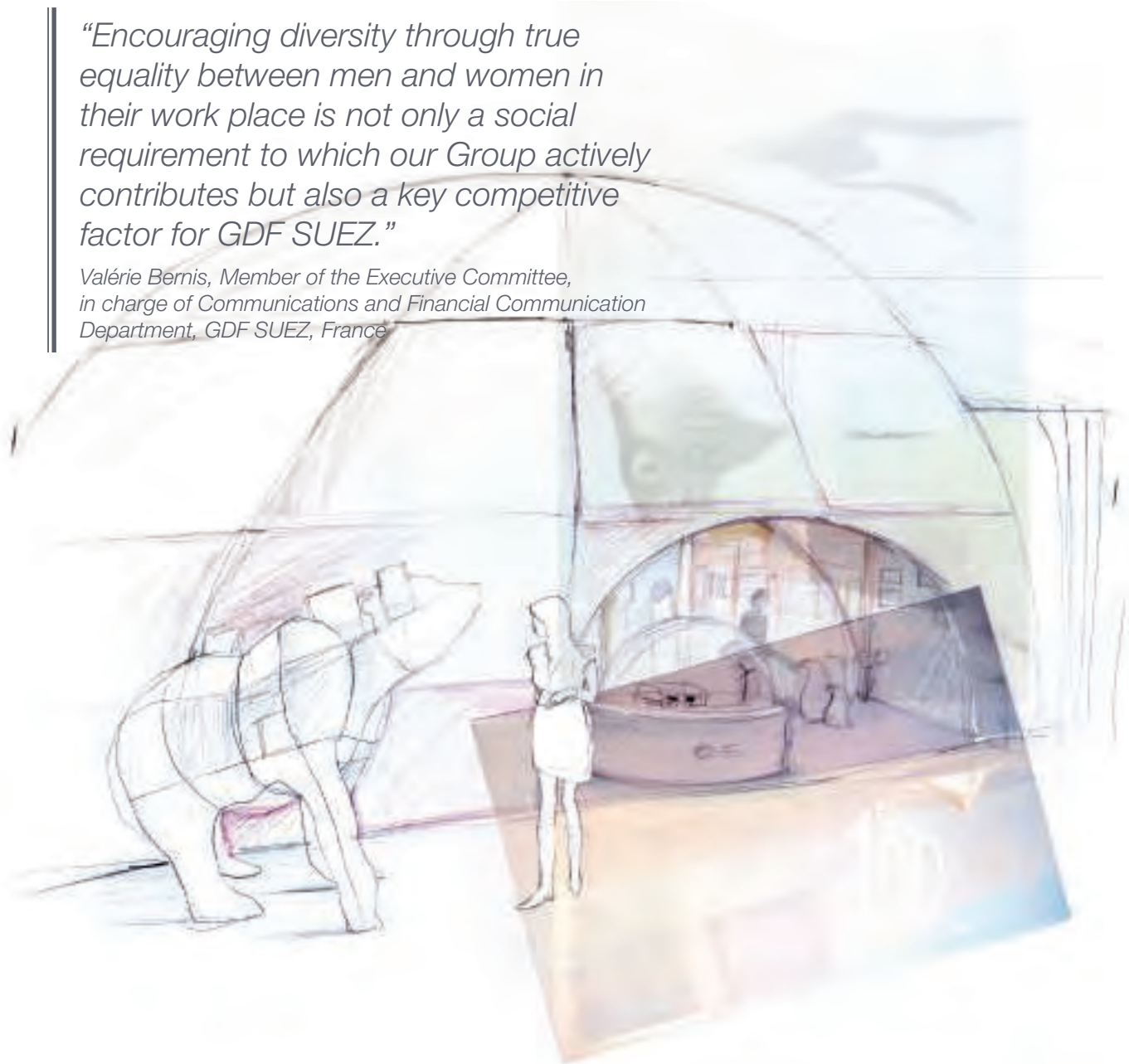
MODERATOR



Julia Harrison, Managing Partner, Blueprint Partners, Belgium

“Encouraging diversity through true equality between men and women in their work place is not only a social requirement to which our Group actively contributes but also a key competitive factor for GDF SUEZ.”

*Valérie Bernis, Member of the Executive Committee,
in charge of Communications and Financial Communication
Department, GDF SUEZ, France*



International Polar Foundation. **Princess Elisabeth Station: aiming for “zero emissions”**

GDF SUEZ and its subsidiary Electrabel are working with the International Polar Foundation to create the Princess Elisabeth polar station in the icy wastes of Antarctica, the first “zero CO² emission” polar station and the first polar station to be powered solely by renewable energy. GDF SUEZ, Electrabel and Laborelec, its energy laboratory, are contributing all their know-how to this project.

But can the Princess Elisabeth Station help bridge the gap between science and society at large in the fight against climate change ?

When it was first conceived, many people thought the project impossible. Yet now, the first ever zero-emissions polar station is well on the way to being completed, despite the phenomenal technical and logistical challenges it posed.

The futuristic structure sits on a granite ridge, 200 km inland from the coast of Antarctica, looking like a giant stainless steel space station that has come to rest on an immense white plain of snow and ice. It will operate entirely on renewable energies – which in inland Antarctica means wind and solar power.

Although the structure is subjected to winds that can peak at 200 km/hr, it is estimated it will last for at least 25 years, and probably until the next International Polar Year comes round 50 years from now. But what exactly is the purpose of this shiny new structure, and how has such an ambitious project come to fruition?

The Princess Elisabeth Station was built by the International Polar Foundation (IPF), a privately-funded, non-profit body established in Belgium 2002 to conduct polar research with particular focus on climate change.



The Energy Corner by GDF SUEZ

A TOOL TO EDUCATE

Thierry Touchais, the IPF's Executive Director, explained that it is partly a scientific research station and partly a social project that will inspire the general population about the actions they should undertake to tackle climate change. Touchais pointed out that this dovetailed neatly with the Women's Forum theme of progress – showing people how they can make better use of energy.

A film introduced the audience to the project and to the IPF's Founder & President – Alain Hubert, himself a polar explorer. The project has immense symbolic importance for its founder: if we can live sustainably on Antarctica, we can live sustainably anywhere.

Before being shipped out to the white continent, the structure was assembled in Brussels, where 40,000 people queued patiently over four days to visit it. One of the IPF's key missions is to bridge the divide between science and society at large, working with the mantra: "Inform, Educate, Demonstrate".

As attested by the UN's International Panel for Climate Change, global warming is real, and is due in large part to human activity. Touchais illustrated the scale of the problem, indicating that the world's population is expected to rise to nine billion by 2050. The Earth's natural cycles will only be able to absorb an estimated half a tonne of carbon per year per person. This is six times less than the amount the average Western European citizen already emits. For countries like the USA, Canada and Australia, the figures are considerably worse.

CONCERN AND ACTION

Climate change, said Touchais, is a global problem that must be tackled at a local level, and it is our collective responsibility to do so. He pointed to Eurobarometer statistics from March 2008 that showed climate change is the topmost concern for the population in the European Union. But concern and action are two different things, he said.

Private companies cannot build structures on Antarctica, so it was the Belgian government, a signatory to the Antarctic Treaty of 1959, which commissioned Princess Elisabeth Station. Most of the finances for the project, however, have come from corporate sponsors. One of the main ones is the GDF Suez group, which has been fully engaged from the beginning, not just in terms of money,



The Energy Corner by GDF SUEZ



The Energy Corner by GDF SUEZ



The GDF SUEZ team

but also through direct technical assistance. There was a cross-over between the scientific and the corporate realms in that some of the key challenges for the project involved issues such as energy supply and storage, water provision and treatment – all key parts of GDF SUEZ business. For Touchais, the project represented a shining example of successful public / private partnership.



Thierry Touchais



Rama Yade

Once operational, climate control within the station will be extremely precise. Sophisticated systems will regulate power supply, prioritising needs if there is too great a demand from the station as a whole. And there will not be a single radiator in the building – even the presence of human bodies is calculated as an energy supply, with each body apparently producing the equivalent of 100 Watts.

The station is close to being ready. The shell has been completed, the wind turbines are up, the solar panels will soon be fitted, so this sustainable wonder of the modern world is on track to being completed in time for the official opening in February 2009.

SPEAKER



Thierry Touchais, Executive Director,
The International Polar Foundation, Belgium



“Business cannot continue as usual.”

Nadereh Chamlou

Nadereh Chamlou

Rethinking international solidarity

As the global financial crisis spreads, some fear that assistance to poor nations could shrink. But better reporting systems and new approaches could mean more efficiency.

What can governments, NGOs and the private sector do to maintain effective assistance to developing countries in a context of global crisis? Progress towards achieving UN Millennium Development Goals is sluggish. G8 countries now facing domestic crises may shirk previous commitments. Though the outlook seemed dire, one lesson learnt during this session was that crisis is sometimes another word for opportunity.

Donald Morrison neatly summed up the dilemma facing donor and recipient countries today. "The goals and needs have increased enormously but resources have been and will be increasingly under pressure," he said.

The World Bank's Nadereh Chamlou said the financial crisis should not obscure 2008's other major problems: energy and food. "These crises have put a burden on all countries, but developing countries bear the brunt," she said. However, the glass could be seen as half-full. The recent trouble had brought about a consensus that "business cannot continue as usual," she said. "The crisis has shown we need new faces, and it could open the door to women in the sphere of decision-making," she opined.



One promising piece of news on the very day of this session was Iceland's nomination of two women to bring the country's banks back from insolvency. "Crisis also means more opportunity to integrate women in a more meaningful way. Women should step up to the plate," Chamlou said.

A CHANCE TO RE-THINK

However, the UN's Amir Dossal warned that the financial crisis could cause development funding to shrink. Picking up on the silver-lining notion, he said here was a chance to rethink old models. "It may be time to reconsider philanthropy as investment - what Bill Gates calls creative capitalism," he said.

“New foundations that tackle problems like diseases affecting the poor or environmental issues explicitly demanded ‘economic and social rates of return.’” He also pointed to the trend towards increased involvement of civil society in pursuing development goals. The UN recently opened a major meeting on the Millennium Goals to some 250 NGOs and representatives of civil society. Their involvement could help bring the focus to more down-to-earth problems, such as putting food on the table, he said. “Since 2001, the price of wheat has increased by 700 percent. We look at oil and stock prices on a daily basis, but not this.”

A lack of financial resources was not necessarily the greatest obstacle, CARE’s Howard Bell suggested. “It’s not just about money. Development is a political process at heart,” he said. Adding to this, Karen Jestin offered an anecdote, noting that before Indonesia’s democratization, the country counted some 100 environmental NGOs, and that now there were 2,000.



Donald Morrison



Howard Bell

POLITICS MATTER

“The political system is key to a population’s capacity to take responsibility for itself,” Bell said. But the political system can also be the problem. Somewhat provocatively, Bell pointed out that traditional donor-recipient country relationships were plagued by counterproductive political correctness. “Not wanting to say bad things about bad people makes issues difficult to discuss, and as long as we avoid those issues, Millennium Development Goals will lack traction in many parts of the world,” he warned.

Jestin surmised that increased civil society activity in recipient countries could bring greater accountability on the part of governments. At the same time, the developed world should not think it

holds the moral high ground: in the past 30 years, more money has flowed from poor southern countries to wealthy northern ones in the form of debt reimbursement than the entire flow of aid to those regions, Jestin said. “We have to ask ourselves, where is our generosity?” In fact, she noted, the largest source of financial support going to developing countries was money sent home in the form of remittances sent by emigrant workers in rich nations.

INCENTIVES WORK

One bright note was a new tendency towards self-scrutiny on the part of aid organizations. “Admitting errors and sharing lessons-learned is a real evolution. It’s starting,” Jestin said. Chamoul concurred, noting that the World Bank conducted assessments to determine what worked and what did not. One policy that had proved to be effective was conditional cash transfer, or incentive-based spending. This meant, for instance, giving a cash stipend to families if they sent their daughters to school.



Amir A. Dossal



Karen Jestin

The UN’s Dossal said his organization used this approach with governments of countries receiving development funds to ensure accountability and reduce corruption. “We apply conditional cash transfer to governments that agree to build in reporting structures,” he said. This was crucial given that between 30 and 70 percent of sums disbursed ended up “in the wrong pockets, depending on the country,” he added. But he also gave the UN’s own mea culpa: “A top-down approach doesn’t work: UN bureaucracy is a hindrance,” he admitted.

SPEAKERS



Howard Bell, Deputy Secretary General, CARE International, Switzerland



Nadereh Chamlou, Senior Advisor at the World Bank’s Middle East and North Africa Region for Knowledge and Economic and Sector Work, USA



Amir A. Dossal, Executive Director, UN Office for Partnerships, USA



Karen Jestin, Secretary General, Fondation 1796, France

MODERATOR



Donald Morrison, Contributor, Time Magazine, France

Afghanistan: the situation one year after the Women for Education Award

As war-torn Afghanistan struggles to get back on its feet after 25 years of conflict, the need for women to play a leading role in the country's reconstruction is as pressing as ever.

“Without women there will simply be no reconstruction in Afghanistan,” French Human Rights Secretary of State Rama Yade declared. Although current tensions still led to violence and the killing of women, there was also positive news to report from the region. Yade pointed out that even though women were still wearing burqas in rural villages, they now make up 27 percent of the Afghan parliament, a higher proportion than in France.

Two million girls are now attending school and there has been a 26 percent drop in infant mortality, she noted. Some 4,000 kilometres of roads have been built. Further aid is on the way with 70 countries pledging in mid-2008 to send 20 billion US dollars to Afghanistan.

PROGRESS IN THE MEDIA

There has been some progress with regard to freedom of expression, even if some journalists have paid the price with their lives. French Chief editor Valerie Toranian explained that ELLE magazine supports a high quality Afghan newspaper entitled “Rose” which is produced by women for women and covers subjects such as motherhood, health and education. “The publication is participating in the emancipation of Afghanistan and although the



Rama Yade



Women for Education corner

"I always come back to the idea that education must be a priority."

Rama Yade



Rama Yade, Valérie Toranian

courageous women who run Rose have been threatened, they are not afraid," Toranian said.

Paying tribute to France's longstanding presence in the country, Yade added: "I believe in international pressure on the government to change things and stop corruption," she said. "President Karzai is searching for solutions, he is trying something new." Among the challenges he faces are the prevalence of drugs in the economy and the instability of the Taliban-infested "Tribal Zone" bordering Pakistan, both of which are major hurdles on the road to democracy.

Chekeba Hachemi won last year's "Women for Education" Prize in recognition of the efforts of her NGO which works for the economic, social and political development of girls and women in her native Afghanistan. She stressed that Afghanistan must not be confused with Iraq. "Afghanistan wants the military presence in

order to battle terrorism, despite many blunders by US soldiers," she said. "Unfortunately everyone is pursuing their own political agenda in Afghanistan," she lamented. "But what really frightens me is when I feel we are losing the communications war."

SPEAKERS



Chekeba Hachemi, Winner of the Women for Education Award 2007, President, Afghanistan Libre, Afghanistan



Rama Yade, Secretary of State to the Minister of Foreign and European Affairs, with responsibility for Foreign Affairs and Human Rights, France

MODERATOR



Valerie Toranian, Editor-in-Chief, ELLE magazine, France

Our long term challenge: **how to live and work in a more sustainable way?**

In our throw-away societies of ballooning excess and greed, consumers should look to the example of life at sea for a lesson in how to preserve the limited and fast-dwindling resources on earth.

British round-the-world yachtswoman Ellen MacArthur told a Discovery Corner session how surviving years of epic solo sea voyages has infused her with a respect for the power and importance of nature and our environment.

She explained that her experience of the thrifty and solitary life aboard a small boat had exposed the 'extravagance and wastefulness' of life on land, where people always take more than they need and waste a great deal. "On a boat, all we have is what is on board, so we learn very quickly not to waste fuel, supplies or electricity," she said. "I remember how I would always tear off a small corner of kitchen towel, rather than the whole square, because the less I used, the less I needed to take on board in the first place.

*"In my family we kept chickens,
we grew our own vegetables
and repaired our own cars.
This should be a model
of sustainability for the way
everyone lives today."*

Ellen MacArthur



Ellen MacArthur



Women for Education corner



Ellen MacArthur, Valérie Toranian

She added: "All those years of my life spent alone at sea have shown me how important the world's eco-system is. In fact, it is all we really have."

CHANGE HOW YOU DRIVE

Ellen is now working with French car maker Renault to promote more environmentally-friendly driving techniques, which she claims can help motorists use 20 per cent less fuel.

She said: "There are some very simple eco-driving tactics that can help everyone save energy and money. Simply by accelerating more slowly, braking less hard and looking further ahead along the road to anticipate dangers can reduce fuel consumption by a fifth." She said that driving to the Women's Forum in Deauville, she used 20 per cent less fuel than her colleagues in separate cars by employing these techniques.

"It's as simple as that," she added. "This is not something we need anyone to help us with. Young people, adults and grandparents can all do it now, and the combined efforts of the whole planet would spare the earth literally millions of tonnes of carbon emissions and preserve the world for our children."

SPEAKERS



Ellen MacArthur, Navigator, Solo long distance yachtswoman, UK

MODERATOR



Valérie Toranian, Editor-in-Chief, ELLE magazine, France

Women for Education Award 2008



From left to right : K. Guldemann, A. Zieseniss de Thuin, C. Ghosn, S. Devi, V. Toranian, A-M. Couderc, C. Calosci

On the occasion of the 4th Edition of the Women's Forum Global Meeting, ELLE Corporate Foundation, ELLE and the Women's Forum for the Economy & Society, in partnership with Aide et Action and Renault-Nissan Alliance, rewarded an exemplary action in the education of women and young girls towards new technologies in economic and social development. The prize was awarded to the NGO Basha Trust, represented by Surekha Devi. Indian NGO founded in 1996, apolitical and non-denominational, located in Gujarat, Maharashtra, Madhya Pradesh and Himachal Pradesh states. Bhasha Trust specializes in working with tribal people and cultures (Adivasi), particularly in the promotion of local culture and economy.

Despite efforts in Gujarat and Himachal Pradesh states regarding school enrolment of girls, the inadequacy of initial training to the job market weighs on employability of young women and on the families motivation for educating girls, particularly in rural communities marked by patriarchal stereotypes.

The project aims to use ICTs to develop and promote new models of success for women, particularly through a training employing 960 young girls.

The NGO received a gift of €100,000, given by the Renault-Nissan Alliance, for the implementation of its project.

Numerous projects were examined by the Elle Enterprise Foundation and its partner Aide et Action, and submitted to a



Chekeba Hachemi, Valérie Toranian



Carlos Ghosn



Anne-Marie Couderc



Claire Calosci



Surekha Devi

jury consisting of : Valérie Toranian (ELLE Editor-in-Chief), Aude Zleseniss de Thuin (Founder and CEO of The Women's Forum), Marie-Françoise Damesin (Senior VP Communications, Renault), Mercedes Erra (Executive President, Euro RSCG), Nathalie Delapalme (General Finance Auditor), Najet Tenoutit (Responsible for the mission of world digital solidarity), Isabelle Juppé (Director of Sustainable Development Lagardère group), Thaima Samman (Legal & Corp affairs, Microsoft EMEA), Najat Rochdi (UNDP Geneva Deputy Director), Anne-Marie Couderc (Lagardère Active and President of ELLE Corporate Foundation).

The selected and examined projects came from Kenya, Morocco, Georgia, India, Cambodia, Uganda and China.

The partners of this special prize will renew this event, as in 2007, by choosing, in each edition of the Forum, a new theme associated with the education of young girls and women in the world.



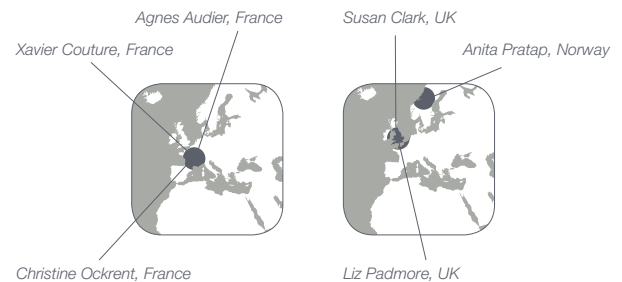
Liz Padmore, Xavier Couture

More media, less knowledge?

Hundreds of millions of people around the world now have access to thousands of news sources – but are they deriving any real knowledge from this media extravaganza, or just sinking in a mire of useless information?

The explosion of media outlets that came with the advent of the Internet, satellite television and mobile telephones is leaving people drowning in a sea of information that they cannot understand, delegates attending a session on real value of 21st century news phenomenon heard.

Moderator Liz Padmore, director and associate fellow at the UK's Oxford Business School, said: "The media is the one thing that we all feel we can have an opinion about. We are bombarded by more than 20,000 sources of news, which more than a billion people have access to, but what we are asking is, do they feel better informed?"



INFORMATION VS KNOWLEDGE

Anita Pratap, a freelance journalist from Norway, said: "There's no question there has been an explosion of media, but we need to make a distinction between information and knowledge.

"I see it as the same difference between food and nutrition. Food needs to be digested and converted to be nutritious, and likewise, information needs to be digested before it can become knowledge.

"The speed at which information arrives also makes me feel as if we are heading towards a knowledge meltdown, because there is simply too much information to process," she added.

Susan Clark, the managing director of the UK's The Economist Group added: "The point about this is that you're never going to get any nutrition if you don't have food in the first place, and you're never going to filter out the knowledge if you don't have the information."

“What suffocates all of us is complexity, so our media thinks - assuming it has time to think - that they have to over-simplify, and that may be a mistake.”

Christine Ockrent

Pratap also criticized the media for not seeing the credit crunch coming, because it was so intent on riding a wave of financial good feeling - until the downturn began in 2006 - that it ignored what was really happening in the banking world. “They failed to understand what was really going on,” she said, “and instead simply blinded us with the kind of baffling bank jargon that only a computer could understand.”

Veteran French journalist Christine Ockrent said she did not see the vast quantity of media now available as being a bad thing, as long as it was correctly handled. “I don’t believe there was ever a golden age of the media,” she reasoned, “but there was a time when only the privileged had access to the news, and the vast majority of people had none. Technology has become an extraordinary source of empowerment for people to access the news – but it can also be a terrible trap if we are not able to master it.”

WHAT IS IMPORTANT?

Speaking as one who has worked in the media for decades, she added: “It also raises concerns over whether from the journalist’s point of view, the sheer speed of things in our trade means we are now unable to see what is important and what is not.”

Xavier Couture, Head of Content Division at French telecoms giant Orange, added: “This glut of media outlets gives people a deal of great freedom to choose what news they devour,” he said, “but I believe that despite the massive volume of information available, there is still a trend for people to always look in the same places for news.”



Christine Ockrent

Therefore, the plethora of media outlets does not necessarily mean that people are taking advantage of the choices available. “There was a time when there were only three or four television channels in every country,” Couture added, “and this meant there was a great diversity of information on each channel. But now most channels specialize, but people just keep heading back to the same place, no matter how many new outlets are created.”



Xavier Couture



Susan Clark



Agnès Audier



Anita Pratap

APPEAL TO YOUTH

Agnès Audier, a partner and managing director at The Boston Consulting Group in France, said there was now a race in the media industry to capture young people as they first started tuning in to news. She explained: "If you consider information as a product that you start consuming when you are, say, in your 20s, then it is likely that you will remain with the same brands all your life. So there is massive competition among the big players in the industry to capture the young and keep them as customers for years."


Ultimately, the panel agreed that the tidal wave of information from radio, television, printed publications and the Internet did not necessarily mean more media was less knowledge. However, the biggest challenge now was to encourage people to be discriminating and at the same time promote effective access to this massive new resource.

SPEAKERS

 **Agnès Audier**, Partner and Managing Director, The Boston Consulting Group, France

 **Susan Clark**, Managing Director, CEMEA, The Economist Group, UK

 **Xavier Couture**, Head of Content Division, Orange, France

 **Christine Ockrent**, General Director, Audiovisuel Exterieur de la France, France

 **Anita Pratap**, Freelance Journalist, Norway

MODERATOR

 **Liz Padmore**, Independent Consultant, Director and Associate Fellow, Oxford Business School, UK

OFFICIAL DELEGATION | INDIA



The Official Indian Delegation with A. Zieseniss de Thuin

The Official Indian Delegation

This year the Official Delegation to the Women's Forum Global Meeting consisted of 50 high profile Indian women from various sectors such as politics, business, academics, sciences, culture and media. Areva, Lafarge and Sodexo hosted the delegation. These companies are all committed to India through their investments and contributions to the country's economy.

The Indian Delegation spent 2 days in Paris prior to the forum: they attended an exclusive dinner on board the Yachts de Paris hosted by President of Sodexo Mr. Pierre Bellon and CEO of Sodexo Mr. Michel Landel, in the presence of Ms. Anne-Marie Idrac, Minister of State to the Minister of Economy, Industry and Employment, with responsibility for Foreign Trade and His Excellency Mr. Rajan Mathai, Ambassador of India in France. Earlier that day, the delegation was welcomed at the National Assembly by Mr. Eric Giraud-Telme, Diplomatic Counsellor of the President of National Assembly, for a private visit with Mr. Paul Giacobbi, Member of the Parliament and Vice-President of the French-Indian Friendship network. The following day, after a breakfast hosted by Areva and an opportunity to meet with executives of the group, the delegation had a private visit at the Elysée, Palais de l'Elysée, where they met with Mr. Bertrand Lortholary, Technical Adviser in the Diplomatic Department in charge of Asia and Oceania.

The Indian delegation then joined the Women's Forum in Deauville where AT Kearney hosted a colorful Today's India corner. On the Friday, Mr. Bruno Lafont, CEO of Lafarge, hosted an informal breakfast where he held discussions with the different members of the delegation. Members of the Indian delegation actively participated in debates on the theme progress which included dedicated session on India and philanthropy.

"The forum here in Deauville is elegant, efficient and inclusive in concept and execution."

Margaret Alva





The Indian Delegation at Areva headquarters in presence of Karim Vissandjee (Chief Financial Officer, Areva T&D)



L. Mohanty, S. De, A. Aga, N. Das, M. Trehan, P. Mohapatra



Anne-Marie Idrac (Minister of State) at the dinner hosted by Sodexo

Margaret Alva, General Secretary of the Indian National Congress
“We have come to the end of another forum here in Deauville. A meeting which is a tribute to the organizing capabilities of women: elegant, efficient and inclusive, in concept and in execution.

We have heard them all; strong supportive men and an incredible team of experts that worked round the clock. We have met and discussed issues that concern all of humanity and we believe that women can make a difference. Our voices must be heard. We have to show the courage to dare to challenge systems and structures that have kept women out; that have been the cause of their oppression and exploitation.

Thank you for the opportunity to be here. We hope to be able to host you in India in the not too distant future and do even better. Till we meet again, Namaste”

Rohini Nilekani, Chairperson of Arghyam

“I am sure we all leave this wonderful resort of Deauville with much more empathy, knowledge and understanding than we came with. I hope the Indian delegation has left some mark with all of you. It is great also to share with you that Aude told us today that the Women’s Forum is looking to find one more home in India in the near future.

I think women have a very important role to play and Indian women especially, in the current crisis unfolding all around us. As we can all agree, India will be a key player on the world stage. And women like us have to ensure that India becomes important not just as an economic super power, which is what most people talk about, nor indeed a military one, but rather as a moral force in the world, leading first by example, and then through its engagement with the world.

I hope and pray that each one of us can keep alive the flame of hope and action that has been ignited here at the Forum and renew our commitment to the cause of equity and peace around the world.

Thank you once again and Namaste.”



Bruno Lafont (CEO, Lafarge)



J-C. Tréhan (Sodexo), N. Das, C. Pincemin (Sodexo)



Pierre Bellon (President, Sodexo), his wife and His Excellency Mr. Rajan Mathai, Ambassador of India in France



The Indian Delegation in front of the Elysée



R. Anand (Sodexo), Z. Mody, I. Shahani, M. Landel (CEO, Sodexo)



D. Reddy, A. Goel, S. Chatterjee, S. Devi at the National Assembly

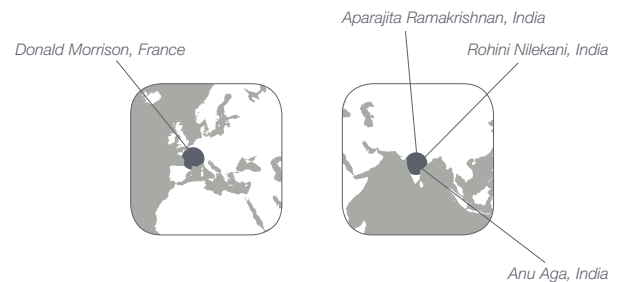


Anu Aga

Helping to change society: philanthropy, the Indian way

As India's economy grows so does the amount of money available to help the country's poor. A number of approaches to charity can work, but the key to success is capacity-building and local empowerment.

India has an ancient tradition of personal philanthropy, from offerings at the local temple to handing alms to the poor. Large-scale organized giving, however, is relatively new – a by-product of fast economic growth. “Foundations are the new Ferraris,” joked Rohini Nilekani, Chairperson of the Arghyam trust. India counts an estimated 700,000 charitable organizations today. The panellists at this session represented three philanthropic models, demonstrating the diversity of new approaches to giving. Anu Aga is an example of how an individual can drive the disbursement of private funds and direct them to a specific problem area. She sets aside one percent of her company's profits for projects in education. Her foundation took the unusual step of opening two municipal schools in the city of Pune, recruiting the principals and teachers and covering all costs itself. She admitted having had reservations about opening schools which is theoretically the government's job, but decided to go ahead. “Public municipal education is terrible. When we realized we could make a difference to the lives of several thousand children, we decided it was worthwhile,” she explained. She also had hopes that the initiative could serve as a model and push the Pune government to improve schools.



NEW WEALTH HELPS

Aga pointed out that one reason for the recent growth in giving was fiscal because taxes have been brought down. “Before economic liberalization the tax rate was up to 90 percent – so what was there left to give?” she asked. Today, some companies' philanthropic commitments were “amazing,” she stated, citing the Tata group of hotels, which she said gave a full 66 percent of its profits to charity. Such generosity was of course dependent on the company's financial success, she noted. “Corporate social responsibility [CSR] is possible when you're doing well economically,” she said, admitting that six or seven years ago, during a difficult time for her company, “CSR took a back seat.” Nilekani is a member of the new generation of wealthy individuals who made their fortune investing in the high-tech sector and are now actively involved in giving back to their communities. To this end, Nilekani founded and chairs the \$35 million Arghyam charitable trust. The trust makes grants to organizations working

directly in the field on health, environmental and educational projects. This approach was viable because of India's extraordinarily dense network of NGOs, Nilekani said. "We have millions of organizations tackling the base causes of poverty, so there's already a channel into which philanthropists can feed funds," she explained.

Nilekani is also involved in a social enterprise, Pratham Books. Pratham seeks to democratize reading for youngsters by publishing low-cost children's books. "Seventy-five to 80 percent of Indian children go to government schools, and their only reading material is textbooks," she explained.

LOCAL EMPOWERMENT IS KEY

The third philanthropic model represented on the panel was that of a major international organization working in India on a single issue, in this case, AIDS. As the India programme director for the Bill & Melinda Gates Foundation, Aparajita Ramakrishnan is in charge of ensuring that the \$258 million the foundation has budgeted to fight HIV in India is spent wisely. "India is too complex to be run by remote control," she said. Her programme focuses on the six states with the highest rate of the HIV contamination, educating high-risk groups such as sex workers and distributing 15 million condoms every month.

Ramakrishnan said that local empowerment was the key. "We have 7,000 peer educators among sex workers in the field," she noted, adding that the foundation had also invested heavily in building local NGOs' capacity at grassroots level. Her programme's success has helped it to build bridges and goodwill with India's government. Ramakrishnan herself is "on loan" to the Indian Health Ministry's AIDS body. "It's not us versus them," she said. Indeed, she added, "In India, if you need to get to scale, you have to work with the government."

Nilekani agreed. On its own, her Pratham Books could only reach about 2 million children, but by tapping into the government's capacity, the potential was 300 million, she said. Generally, she had a lucid but optimistic view of philanthropy's chances of helping achieve social progress in India. She also had a recipe: "You need grassroots leadership, humility, and a lot of patience," she said.



Rohini Nilekani



Aparajita Ramakrishnan



From left to right : V. Patel, A. Aga, R. Nilekani, A. Ramakrishnan



Vibhuti Patel

“We have millions of organizations tackling the base causes of poverty, so there’s already a channel into which philanthropists can feed funds”

Rohini Nilekani

SPEAKERS



Anu Aga, Director, Thermax Ltd ,
India



Rohini Nilekani, Chairperson, Arghyam,
India



Aparajita Ramakrishnan, Programme Officer,
Bill & Melinda Gates Foundation India , India

MODERATOR



Donald Morrison, Contributor, Time Magazine, France

Business, the Indian way: key lessons for interacting with the next world superpower

As an emerging superpower India offers tremendous business opportunities. One of its strengths is its workforce which is hard-working, educated, innovative and with a huge aspirational drive, but what would be good advice for potential investors from abroad?

As emerging markets go, they don't come much bigger than India. The country's middle class is likely to be 500 million strong within the next 25 to 30 years, if current trends in demographic and economic growth continue, according to Saurine Doshi, Vice-President of the management consultancy firm, AT Kearney. And the country offers exciting business opportunities. Its economy has been liberalized considerably in recent years, and according to Zia Mody, managing partner of one of India's leading law firms, AZB & Partners, some 95 percent of Indian sectors have been opened up to foreign investment. But investors would do well to heed some basic advice. Bruno Lafont, Chairman and Executive Officer of the French construction company Lafarge, spoke of the benefits of a long-term approach: "We invest for 50 years, but it takes us five years to understand the basics in a new country, such as how to be recognised as a good corporate citizen, to understand the permit system, possible distribution issues and local competition."



Zia Mody



Patrice Zygband



Rekha Menon



Saurine Doshi



Bruno Lafont



INVEST IN CAREER GROWTH

For Rekha M Menon, Executive Director in India of the management consultancy firm Accenture, the challenge was different. When the company started its Indian operation in 2004, it planned to grow modestly, but the opportunity for growth was huge, and the company boomed from 500 employees in the first year to 38,000 a mere four years later. Holding onto real talent is tough in an environment where middle and senior managers are still relatively few and can switch jobs easily. She recommends trying to “invest in their career growth to lock talented employees in.”

Mody advises investors to develop a solid five-year business plan, and make sure that they are fully conversant with the Indian regulatory framework such as the laws on hiring and firing labour. She cautions that foreign companies need to understand the softer nuances of the regulatory system and be aware of other cultural differences: “If you want to come into India and not be frustrated, you have to become Indianized,” she recommends.

For Doshi, in addition to being aware of infrastructure limitations, companies should do their research on Indian consumers. His advice? “Really understand which sector you’re going after and localise your products.”

“What we see in India is an ability to innovate and accept innovation. We have to learn about this, because this is going to be the future of the whole world.”

Bruno Lafont

SPEAKERS



Saurine Doshi, Partner, AT Kearney, India



Bruno Lafont, Chairman and Executive Officer, Lafarge, France



Rekha M Menon, Executive Director, Accenture, India



Zia Mody, Managing Partner, AZB & Partners, India

MODERATOR



Patrice Zygband, Vice-President, AT Kearney, France

Luxury market in India: from Maharajahs to modern Cartier

India's appetite for luxury goods is increasing but some specific idiosyncrasies mean the sector is not growing as fast as it could

As a country's GDP grows, and personal wealth increases, so does the consumption of luxury goods. This was the case in India today, Saurine Doshi told the audience. According to a 2007 study his company had conducted, the Indian luxury market was now worth US\$4.5 billion. Participants agreed the market would continue to grow, but that it would be

more complicated than with other avid newcomers to luxury like China and Russia.

One obstacle to growth was the real estate and retail environment, Doshi noted. "Most luxury goods are sold in 5-star hotels," he said. "There's very little stand-alone retail, and with the economic downturn, planned outlets will be delayed." Regulatory issues also play a role. Foreign companies cannot fully own stores. Odile Roujol confirmed that this was a key issue for Lancôme. "Our growth will be slow in India because of distribution," she said. Lancôme has 100 "doors" in China, but just 11 in India. "We see it growing, but we're hampered," she admitted.



Odile Roujol, Françoise Montenay, Joel Benzimra

SHOPPING AT HOME

Chanel's Françoise Montenay pointed out that Indian women's shopping habits also represented a challenge to the luxury goods industry. Many preferred to buy at home, asking Chanel to send over garments to try on in front of their friends, for instance. Roujol noted that it was also the



Françoise Montenay



Odile Roujol



case for beauty products, particularly for more mature women. This was due to a specifically Indian understanding of luxury, she said. "The pleasure of the experience and the service are important," she explained.

Montenay warned that Indian taxes on imported luxury goods were also a serious barrier to growth, noting that "you have to be rich to drink foreign spirits," which are taxed at 400 percent. The duty levied on Chanel's goods was 62 percent, pushing the company to decrease its profit margins because "otherwise we would have to sell at truly ridiculous prices," she said. Montenay summed up the panel's hopes and reservations: "We know there is huge potential, but it will be slower than we expected."

SPEAKERS



Saurine Doshi, Vice-President, AT Kearney, India



Françoise Montenay, President of the Supervisory Board, Chanel, President of the Comité Colbert, France



Odile Roujol, President, Lancôme, France

MODERATOR



Joel Benzimra, Vice-President, AT Kearney, France



Jean-Pierre Jouyet

Which future for the Nation-State?

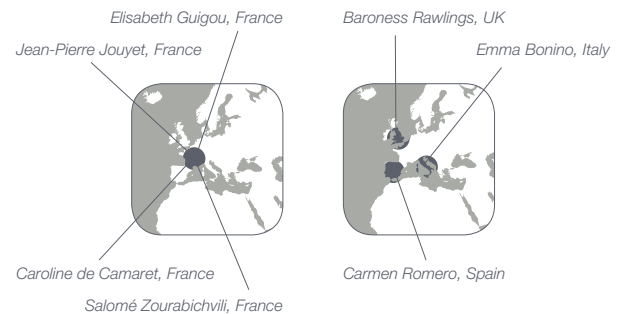
The financial crisis has proved only too painfully just how interconnected today's global society is. Yet the vast majority of us still remain fiercely attached to the idea of the nation state. This session attempted to understand the reasons behind this apparent paradox.

One recurring theme emerged clearly from this debate: that the nation state was here to stay. We may be living in an ever-more interconnected world, as the global financial crisis has shown only too graphically, but on the ground, people remain viscerally attached to the idea of nation states. This summer's conflict in Georgia was a case in point, argued participants. The recent declaration of independence by Kosovo was another.

"We can't get rid of nations," argued Elisabeth Guigou, France's former Justice Minister, Minister for European Affairs and Member of the European Parliament, now an MP. "We have our languages, our cultures, our differences. Citizenship is essentially expressed through the nation state," she added.

THE EUROPEAN CHALLENGE

The challenge for the European Union argued Guigou, a committed European, was to allow individual states to retain their own identities and differences while working together to achieve common goals. Europe's decisive role in the resolution of the Georgia conflict as well as the EU's coordinated response to the financial crisis showed this approach could work.



Former EU Commissioner Emma Bonino, now Vice President of the Italian Senate, was more wary. She argued that the EU had been able to deal with the two crises so effectively because a major power, France, currently holds the Union's six month rotating presidency. "If our Maltese friends had been in charge I'm not sure things would have been so easy," she said. Malta is the EU's smallest Member State with just under 420,000 inhabitants.

Georgia's former Foreign Minister Salomé Zourabichvili argued that no matter how Europeans themselves saw their involvement in her country's problems, in Georgia itself the EU was widely appreciated. But she also argued that the summer's events had proved that, "the nation state is there more than ever."

By unilaterally recognising the independence of the contested Georgian regions of Abkhazia and South Ossetia, Russia had thrown down the gauntlet, she said. Moscow's action had to be seen in the light of the recognition of Kosovo's independence by many UN member states earlier this year, a move widely presented at the time as an exception. "Russia has challenged us to make a model of this exception," she said.



From left to right : E. Bonino, E. Guigou, C. de Camaret, J-P. Jouyet, Baroness Rawlings, C. Romero, S. Zourabichvili

COOPERATION WORKS

French European Affairs Secretary of State Jean-Pierre Jouyet argued that Europe's coordinated reaction to the financial crisis showed that the so called 'intergovernmental' model of cooperation worked. He said governments had been able to react to the crisis together without the need to grant new powers to the European institutions – a demand often made by supporters of a more 'federalist' or communautaire approach to European politics.

"On economic questions, we have seen cohabitation between the intergovernmental and the communautaire approaches," he said. His comments on this score seemed to chime with those of Baroness Rawlings, now a member of the UK's House of Lords, but for many years, Patricia Rawlings, a Member of the European Parliament from the UK's Conservative party.

The UK has traditionally backed an 'inter-governmentalist' approach to European integration. People in the UK generally appreciated the EU, so long as its institutions did not try to meddle too directly in their daily lives, she argued. "Usually the citizen does not want more rules and regulations," she said.

Carmen Romero, President of the Mediterranean society in Spain argued that Europe needed to give the same kind of attention to its southern neighbours as it has to Georgia and Russia. "The real problem is the problem of the south," she said, arguing that the huge wealth gap between the EU and the southern Mediterranean countries, which is fuelling major waves of immigration into the Union, had to be tackled.

"Nationalism has been one of the worst crises in Europe's history."

Emma Bonino



C. de Camaret, J-P. Jouyet

THE EU AS A MODEL

While European efforts to reconcile the nation state with supra national institutions did not necessarily represent a 'one size fits all' model that could be easily applied in other parts of the world, all speakers agreed that the EU experience was worth studying.

"The achievements of the European Union have been great," said Rawlings. The EU was created to end war in Europe, increase prosperity through the internal market and improve living conditions through initiatives like tougher rules on air and water quality, she argued. It has largely met those goals. "In Europe, we don't have wars any more. We have these kind of crises," she said.

Jouyet agreed that Europe could have a key role to play in defining the way nation states work together in a post-crisis world. "The financial crisis shows that we have to put in place a new model," he argued. Whether that model will one day bear the label 'made in Europe' remains to be seen.



Salomé Zourabichvili



Emma Bonino



Carmen Romero



Elisabeth Guigou



Baroness Rawlings

SPEAKERS

-  **Emma Bonino**, Vice-President of the Senate, Italy
-  **Elisabeth Guigou**, MP, French National Assembly, France
-  **Jean-Pierre Jouyet**, Secretary of State, responsible for European Affairs, France
-  **Baroness Rawlings**, Baroness, House of Lords, UK
-  **Carmen Romero**, President, Mediterranean society, Spain
-  **Salomé Zourabichvili**, Former Foreign Affairs Minister of Georgia, France

MODERATOR

-  **Caroline de Camaret**, Journalist, France 24, France



Taslima Nasreen

Meet with **Taslima Nasreen**

Born in Bangladesh in 1962, the novelist, journalist and poet Taslima Nasreen, is the object of several fatwas declared against her by Islamic fundamentalists opposed to her criticism of Islam and her defence of women's rights. As a result the Bengali writer has been in exile since 1994. After living in Sweden and the US, she tried to rebuild her life in Calcutta, only to be placed under house arrest before being forced to leave by the Indian authorities. She now describes herself as homeless.

“I have no home. Now I am homeless everywhere. I am imprisoned in the West. What crime have I committed? I only told the truth,” Nasreen told participants, several of them Indian, who had flocked to the Writer's Corner to hear her story. “I said women are repressed under Islam, which I believe to be true. No Muslim moderates came to my aid. So if we are not allowed to criticize Islam, as the Hindus, Christians and Jews are allowed to criticize their religions, how can Islam progress?” she asked.

FIGHTING OPPRESSION

Not only has Nasreen been exiled from her homeland, where between 300,000 and 400,000 people took to the streets to demand her execution by hanging, her books have also been banned in Bangladesh and in India.

“Exile is like a bus stop for me, it is as if I am waiting for a bus to take me home.”

Taslima Nasreen

“The worst exile for a writer is to be deprived of writing in your native language,” she said. “I know I have to continue my fight against oppression of women; I get lots of awards in the West, but the biggest award for me is when a Bengali or an Indian girl tells me she draws strength from reading my books,” said Nasreen, who received the Simone de Beauvoir Prize for feminism earlier this year from French Human Rights Secretary of State, Rama Yade. “I do not know how much longer I must remain homeless but when I get love, support and sympathy from people like you, then you become my home,” she said. “I do know I will never compromise with Muslim fundamentalists or male chauvinists. I will fight until I die.”

SPEAKERS



Taslima Nasreen, Writer, Bangladesh

MODERATOR



Irène Frain, Writer and Journalist, France

The search for new equilibriums by **Jean-Paul Bailly**



Jean-Paul Bailly
President – Groupe La Poste

“Progress to share, future to dare”: this was the theme of the fourth edition of the Women’s Forum, following on from the previous year’s Forum devoted to trust. Chronology aside, the context of the financial crisis in which the Forum opened brought these notions of progress and trust together!

What progress do we need for the forthcoming years? Progress that is forged without really taking into consideration individuals and their environment, or progress that enables everyone to find their rightful place in a balanced and responsible society? Asked in this way, the question seems to demand an obvious answer; but the only relevant question undoubtedly concerns the most appropriate avenues for progress in order to reconcile the diversity of lifestyles and cultures with the aspirations of each individual and the resources with which the planet provides us, without threatening its equilibrium.

At the start of this century, men and women, from developing or emerging countries, have never been so involved in, or so

confronted with their responsibility to build their future, and thus their ability to keep the momentum of progress going.

I am convinced that true progress will be measured in our ability day by day, to express and bring alive the notion of responsible development in the decisions and choices we are forced to make. And this applies both to individuals and companies, and even to nations.

Performance and progress only have meaning if they develop in the interest of individuals, while at the same time preserving their environment. It is therefore a question of favouring an approach that systematically takes the person into consideration at the crux of the solutions proposed.

No one doubts that the positive change in the position and role of women is a major step forward. Yet, this change remains fragile, and even threatened in many parts of the world. Beyond equality of opportunity, the major challenge is the success of true diversity, diversity through which the recognition of and value placed on difference brings additional enriching contributions and qualities.

In order to construct tomorrow’s society, progress and respect for the individual cannot be separated. Any major innovation that were to appear prejudicial to the individual would lead at best to incomprehension, at worst to a loss of confidence in society as a whole. This is the risk we are currently facing, notably in the difficult context we are experiencing at the moment.

The answer lies in a commitment, shared by all, to responsible development, that is synonymous with progress, reconciling environmental, social and economic aspects. The future we will experience and the future we leave our children will largely depend on the manner in which we decide to design it. Our individual and collective choices will mark this search for new equilibriums, which will provide the best answers and the greatest progress.





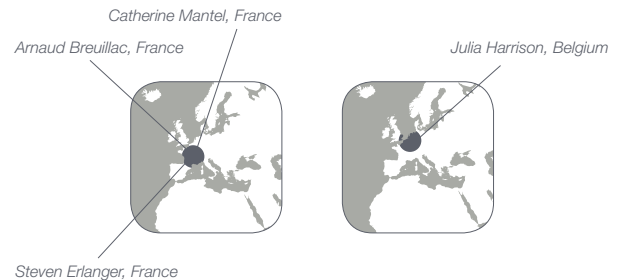
From left to right : D. Medman, M. Malykhina, A. Breuillac, E. Fedyashina, A. Belova

What role for Russia in the 21st century?

Russia is asserting a new form of power on the international scene, where the issues of political / military strength and energy considerations are closely related. So how does Russia see its future in the international system, and what should its partners expect? Views of Russia, it seems, are polarised.

No examination of Russia's relations with the West can begin without an understanding of the question of energy in this dynamic. Arnaud Breuillac, the Senior Vice-President for Continental Europe and Central Asia for the French energy giant Total, explained that Russia's vast reserves give it real global clout. It has the world's biggest reserves of gas, and in terms of oil production – though not capacity – it is number two in the world, rivalling Saudi Arabia. The European Union, in particular, he said, was joined to Russia in a relationship of interdependence.

Catherine Mantel, Russian Project Director for the French energy company GDF SUEZ, expressed confidence in Russia's continuing importance on the world economic stage, saying that despite recent sharp falls in the Russian stock market due to the global financial crisis, the country will recover. It had, after all, seen more serious crises - such as the collapse of the Soviet Union in 1991 - from which it had always bounced back.



EUROPEAN OR ASIAN?

Steven Erlanger of the New York Times - who spent a number of years living in Russia in the 1990s - had a bleaker vision of the country. He described it as "a very strange place" that isn't "comfortable in its boundaries." Russia had "never had the Enlightenment" and it is divided like in historical times "between a European face and an Asian face." Added Erlanger: "Russia's nationalism is very defensive. It has always felt inadequate." And this defensiveness, he said, can lead to aggression.

How should the EU best engage with Russia, given the fact that individual countries within the EU have very different positions vis-à-vis their gigantic Eastern neighbour?

INTER-DEPENDENT

For Mantel, it was definitely in the EU's interests to talk with a single voice on the energy question, although this was unlikely to happen. Breuillac stressed again the inter-dependency of Russian-EU relations, pointing out that Russia was also highly dependent on the EU as its main energy market.

Erlanger flagged up demographic decline as a serious issue facing Russia in the future, which might change the dynamic between Russia and the West. Life expectancy is relatively low, he said, and windfall energy profits need to be better invested to help redress this.

A participant from the floor stated that he believed Russia had to make a decision in the next decade as to whether it would join with the West, or "return to its historical, isolationist, somewhat Eastward-looking stance." In essence, the question was, which way do Russian people want to turn?



Steven Erlanger

“A commodity that is replenishable but is not being replenished in Russia is the human capital. The population of European Russia is shrinking. If this continues we’re not going to have much to worry about with Russia 50 years from now.”

Steven Erlanger



Arnaud Breuillac



Catherine Mantel


EQUAL PARTNERS

Erlanger stated his belief that Russia had seen a chance to divide the West and to “play Europe off against the US.” As for the Russian people, he said they “want to be seen as part of the West, but as equals, not as subordinate partners. They feel they’re being treated with a lack of dignity.” A Russian member of the audience, Elena Fedyashina, sprang to an impassioned defence of her home country. For Fedyashina, her compatriots are characterised by their optimism.

The picture was not all doom and gloom. Spheres of potential cooperation between Russia and the West were also highlighted, such as sharing technology. Mantel drew attention to the fact that Russia could benefit significantly from Western technology in terms of energy efficiency, which had become a recent policy objective: “For the first time, it’s cheaper for Gazprom to get into energy efficiency than to open new fields,” she said.

Responding to a question about the next generation of Russian entrepreneurs, Fedyashina spoke of the fact that the “young generation have much more freedom in their thinking.” And many feel their futures lie within Russia itself not in the West: “My daughter wanted to stay in Russia to study rather than go abroad. There’s great potential. We have many more opportunities in Russia than in the West.”

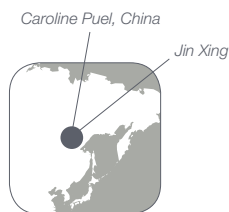
SPEAKERS

-  **Arnaud Breuillac**, Senior Vice-President, Continental Europe and Central Asia, Total, France
-  **Steven Erlanger**, Paris Bureau Chief, New York Times, France
-  **Catherine Mantel**, Project Director for Russia, GDF SUEZ, France

MODERATOR

-  **Julia Harrison**, Managing Partner, Blueprint Partners, Belgium

The unique destiny of Jin Xing



Shanghai's Queen of Dance, Jin Xing, is a former colonel in the People's Liberation Army who became China's first official transsexual. The contemporary dance company she founded in 1999 now tours the world to international acclaim. French producer Sylvie Levey's documentary "The Unique Destiny of Colonel Jin Xing" tells the dancer and choreographer's extraordinary life story.

Born in Shenyang in 1967, Jin Xing went on hunger strike to persuade his parents to allow him to join the army so he could train to become a dancer. As a nine year old child soldier at Beijing military academy, Jin Xing, who "already felt like a girl in a boy's body", endured the harsh discipline in which children were beaten and suspended by their feet from the ceiling for an hour at a time. He emerged as China's finest military dancer, winning a four year scholarship to study modern dance in New York.

Shocked by the events in Tiananmen Square in 1989, he went into exile in Europe for four years. But when he saw a piece of Chinese porcelain in a Belgian flea market, he was so overwhelmed by homesickness that he returned to China three days later. "It was as though the sky had come crashing down on me. I had to be honest to who I am," she said.



Jin Xing

*"Fight for yourself,
for what you believe in!"*

Jin Xing

TRANSFORMATION

In a revolutionary move he convinced a leading Chinese surgeon to perform the necessary surgery to transform him into a woman. After eight weeks of operations, the star dancer suffered paralysis of the left leg. But Jin Xing's indomitable spirit prevailed and she made a remarkable recovery.

Her pioneering surgery was a miracle in a country where so-called "moral transgressors" often ended up in prison or on psychiatric wards. Close to one hundred Chinese have since been allowed to follow in her footsteps and change sex.

Jin Xing has now found personal fulfillment with her German husband and three adopted children. "Being a woman is a dream but becoming a wife and mother is a gift," she told participants.



Caroline Puel (on the left)



Jin Xing, Caroline Puel

Despite her privileged status in China, her artistic life is not always easy and the dancer remains subject to the regime's whims while all her productions must be approved by the authorities. "China is a country of 'F's", she said. "To outsiders it is a fascinating country. For insiders it is a frustrating country. She believes that culture is the way to bring about change and that women have an important role to play. "We have a double chance to change society, by being mothers and wives or girlfriends of a man who you can influence," she said. "Fight for yourself, for what you believe in," she urged.

SPEAKERS

 **Jin Xing**, Dancer and Choreographer ; former colonel of People's Liberation Army, PRC

MODERATOR

 **Caroline Puel**, Asia Bureau Chief, Le Point, PRC



*"I've been wondering frankly
if God is on Obama's side."*

Clyde Prestowitz

From left to right : A. Swardson, C. Prestowitz, S. Erlanger, C. Ockrent

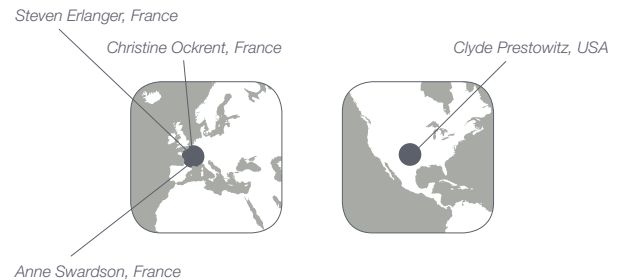
What should the world expect from the next US President?

Could Hollywood have written a better script? The drama of the imminent US presidential election has been enthralling people across the globe. But, under the shadow of the financial crisis, what could change at the top mean for the US and the wider world?

“Watching Tina Fey impersonate Sarah Palin on Saturday Night Live can only get you so far,” exclaimed moderator Anne Swardson as she considered the enormous worldwide appetite for information about this particular US Presidential election.

For the panellists, it is clear that – irrespective of whether Republican candidate John McCain or his Democratic opponent Barack Obama won in November – serious structural change is coming to the role of the US in the world.

Clyde Prestowitz, Founder and President of the Economic Strategy Institute in Washington, believes the recent financial crisis has caused a seismic shift in economic fundamentals, which means the post-Bush era has already effectively begun. The age of laissez-faire and small government is over, so “regardless of who we see in the government, it will be a more active role.”



CHANGE IS INEVITABLE

The financial crisis will have huge repercussions both domestically and for the US's role in the global economy as well as on the international political stage. “For a long time, the US has been the major consumer in the world economy – the role of the US has been to consume and borrow,” he said. But the days of the US racking up big trade deficits is over, and both Presidential candidates are likely to use “aggressive tax credits” to promote more domestic US production. “The only sustainable way that US can secure growth is by becoming an export-led economy.”

The incoming President, whoever it will be, will face serious fiscal constraints, which will impact on any attempt to restructure health-care or pensions. But it will also affect the US's ability to maintain military commitments abroad at their current levels.

Even more fundamental, Prestowitz maintained, the financial crisis could see the end of the dollar as the world's standard currency, which would make it much more difficult for America to borrow at the colossal levels to which it has become accustomed. Americans would have to get used to, as he put it, “really earning their living.”

DIFFERENCES WILL REMAIN

Christine Ockrent, journalist and General Director of Audiovisuel Extérieur de la France, gave a European perspective of impending change in the White House. She was unequivocal: "The moment George Bush leaves office, there will be a tremendous surge of goodwill again towards America, whoever is elected." But, she warned, Europeans are bound to be disappointed as "permanent features of US foreign policy won't disappear or change overnight." She cited Iraq, Afghanistan, climate change and the possible growth of US protectionism as areas where policy differences between the EU and the US were likely to remain.

Steven Erlanger, Paris Bureau Chief for The New York Times, talked of differences in the candidates' positions on foreign policy towards Iran, which he says is continuing to enrich uranium. "John McCain said the only thing worse than bombing Iran is Iran with a bomb," he declared, before defining Obama's position as "we'll talk to anybody'."

AS GOOD AS HOLLYWOOD

But, away from possible impacts of change at the top, the panel couldn't resist dipping into the drama of the US political scene this year. Prestowitz, who works as an adviser to the Obama campaign, rattled through what he described as Obama's extraordinary life story. "I've been wondering frankly if God is on Obama's side," he said. Ockrent too has been captivated: "The cast of characters is incredible – if you were a Hollywood script-writer, you would never have dared [to write this]!"



Clyde Prestowitz



Anne Swardson



Steven Erlanger



Christine Ockrent

For Erlanger, the choice of Sarah Palin as Vice Presidential candidate was likely to backfire on the Republicans, and Prestowitz cited the case of his elderly relatives, die-hard Republicans throughout their long lives, who this year were switching sides because of Palin. Indeed, Erlanger believed the Republicans are facing a real crisis, saying their ideology was exhausted. The issue of race prompted much interest. For Ockrent, the fact that Obama is of mixed race led her to speculate that there could "somehow be some kind of reconciliation" in a "global village" that is torn by divisions of race and poverty.

Erlanger sounded a note of caution: "I've seen politicians break many hearts," he said. But nevertheless, this election has offered the prospect of restoring "the sense of promise of America" and possibly helping to cure the racial issue, which he characterised as "the single most unhealed wound of American life."

Finally Prestowitz concurred with a member of the audience that there has been a real change in attitudes of young Americans to issues of race and gender. What might this signify? America, he predicted, might just be witnessing the "end of the culture wars of the baby boomer generation."

SPEAKERS



Steven Erlanger, Chief of the Paris bureau, The New York Times, France



Christine Ockrent, General Director, Audiovisuel Extérieur de la France, France



Clyde Prestowitz, Founder and President of the Economic Strategy Institute, USA

MODERATOR



Anne Swardson, Editor at large, Bloomberg, France

Shobhaa De

The author of 15 novels, most of them bestsellers in her native land where she has been described as an “Indian Jackie Collins”, the controversial writer Shobhaa De is also a prolific and widely read columnist and the mother of six grown-up children.

“To be born a woman in an Asian society is a privilege, contrary to what the world may believe,” she declared. De hails from Mumbai where she was born into a large family in 1948. After a spell as a model, she became a journalist, eventually founding three celebrity magazines.

Twice-married, she is a big fan of marriage which she endorses 100 percent. However, her novel on the subject provoked uproar in India when she chose as a heroine a woman who leaves her husband because she is bored.

“Indians were totally shocked, not that a woman should leave her husband but that she should do so because she no longer found his brain interesting,” she said, urging her audience to get out of their marriages too if they are bored. “It was a best-seller, so it gave me confidence that I should ignore the critics and keep writing,” she added.



Irène Frain, Shobhaa De



Shobhaa De

As someone who frequently writes about sex in her novels, De said she believed that India's legendary puritanism was imposed by its former British conquerors and their puritanical Victorian values. "Clearly Indians are having a lot of sex, even if they're not talking about it," she said. "Our culture is one which naturally celebrates sensuality." Asked how she had dared to write about taboo subjects, De replied: "If as a writer you cannot speak the truth as you see it then you should become a dentist".

She believes identity is going to be the biggest challenge as young Indians become confused about traditional values as they catch what she dubs "affluenza" or the obsession with latest "it-bag".

Asked to describe Western women, she replied: "I see a lot of loneliness and confusion. Women have forgotten to make eye contact, to hug and to kiss, how to love. Their love affair is now with their lap tops and their BlackBerries."

"They have lost touch with themselves and with humanity and I would rather that we not become an economic superpower because if that is the price we have to pay I don't think it's worth it."

"It is very important to shake-up society which can become very complacent."

Shobhaa De

SPEAKERS



Shobhaa De, Author and Columnist, India

MODERATOR



Irene Frain, Writer and Journalist, France



From left to right : J-M. Steg, C. Prestowitz, M. L. Cattani, L. Danon

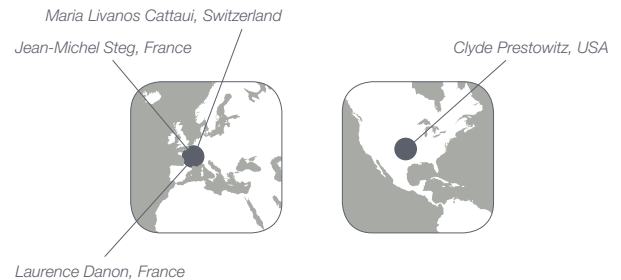
What world economy after the global financial crisis?

We are currently facing what is arguably the worst global economic crisis since the great depression of the 1930s. The “Reaganomics” model is dead, that is for sure, but what will the post-crisis world look like?

Things have changed in the global economy and they have changed for good. This was the recurrent message that emerged in the course of this session on the global financial crisis. Participants insisted that ‘Reaganomics,’ the economic ideology named after 1980s US President Ronald Reagan, which could be summed up by the maxim ‘markets good, government bad’ - has been definitively shelved.

“The Reaganomics model is broken and something else is going to take its place,” Jean-Michel Steg, Head of Banking for Citigroup Global Markets, France said. “It was a pleasure to see Hank the Red nationalising the US economy,” he added, referring to Hank Paulson, author of the multi-billion bailout plan for the US banking sector recently approved by US lawmakers.

Clyde Prestowitz, Founder and President of the USA’s Economic Strategy Institute, gleefully continued, driving more nails into the Reaganomics coffin. “The whole era of Reaganomics is dead. There is no longer an Anglo-Saxon economic model,” he said. “The US is being dragged kicking and screaming into the European model.”



THE END OF EASY CREDIT

For Laurence Danon, Member of the Executive Board of Edmond de Rothschild Corporate Finance, companies are going to find themselves operating in a very different environment. One of the biggest changes is the lack of easy access to credit as traditional banks shy away from lending large sums of money on the relatively generous terms many businesses have become used to.

As a board member of a corporate finance company, Danon perhaps unsurprisingly suggested that organizations like hers could take up some of the slack, by lending to smaller, innovative firms. But she also made it clear that things are going to get a lot worse before they start getting better. “Companies are going to have to make huge cost saving plans. There are going to be major layoffs,” she said.

Prestowitz was similarly gloomy in his assessment of the outlook for the short to medium term. “We need to be serious. We’re going into a global recession,” he argued. He added that some economies, notably India and China, would continue to grow but that this would not be enough to pull the world out of a global slump.

“One of the most conservative Presidents the US has ever seen, George W. Bush, has socialised America.”

Clyde Prestowitz

NO CLEAR US STRATEGY

The message was similarly sombre when it came to the question of the US election. The panellists all agreed that neither Barack Obama nor his Republican rival John McCain appeared to have a clear strategy for turning the world's leading economy around.

“Both Obama and McCain are talking about spending huge amounts of money, but neither of them are saying where that money will come from,” said Prestowitz, adding that he suspected both candidates would be tempted by the inflationary option of printing more dollars. Steg agreed with this analysis, surmising that in the coming years we are likely to see “a lot of inflation.”

Prestowitz also predicted that the incoming US administration, be it Democrat or Republican, would try to reduce defence spending. Concretely, that would mean a relatively speedy withdrawal of troops not only from Iraq and Afghanistan but also from countries where the US has had a hefty military presence for decades, like South Korea.

On the recent colossal bailout plans aimed at preventing the global financial system from tumbling into the abyss, the panel agreed that governments had done the right thing, with Steg arguing that the banking system was worth saving. “If you don't get money from the banks, where do you get it from?” he asked.

CRISIS AS AN OPPORTUNITY

Steg said firms could always go to governments to ask for funds. But in such cases, they would not be sure to meet with a favourable response and if they did, money could come with political strings attached.



Clyde Prestowitz

It was difficult to end the session on an upbeat note, but the panellists tried their best. Danon argued that the crisis should be seen as, “an opportunity to reinvent ourselves.” Steg agreed. He said the current uncertainty should be seen as an occasion to build, “a new world order that ensures wealth and growth are spread across the planet differently to the way they are now.” Whether we manage to take this advice and turn what is an unprecedented crisis into an opportunity to create a better world remains to be seen.



Maria Livanos Cattai, Laurence Danon



Jean-Michel Steg

“Some CEOs of banks who left their jobs recently had no idea what was going on in their banks. Perhaps some who are still there still have no idea,”

Jean-Michel Steg

SPEAKERS

-  **Laurence Danon**, Member of the Executive Board, Edmond de Rothschild Corporate Finance, France
-  **Clyde Prestowitz**, Founder and President of the Economic Strategy Institute, USA
-  **Jean-Michel Steg**, Head of Banking, Citigroup Global Markets, France

MODERATOR

-  **Maria Livanos Cattai**, Member of the Board of Directors, Petrolplus Holdings, Switzerland

Sampat Pal

Never in my life did I see in my life a sky outside my country, India, neither did I ever cross the boundary of this country and interact with fellow social workers.

So, when I boarded Air France on the early hours of October 17, I felt I was aboard a dream-boat. I shut my eyes as the airbus took off and taxied out of Indian soil. All I could see is pink hope for the women I was fighting for. The colour of the sky outside, I imagined, was pink.

Next day on October 17, I was in Paris, a city that champions human rights, I was told, and one that stands by those who take up the cause of women.

On the afternoon of October 17, I was at Deauville where women leaders from all across the world had come to participate at the «Women Forum's Global meeting. It was a great honour for me to launch my book with all these women from all over the world.

“Women’s Forum has opened windows of opportunities for me. I had an encounter with the outside world there.”

Sampat Pal

The meeting widened my horizon but one thing I realised that everywhere the women faced more or less similar problems. A lady from Africa told me about the problem of patriarchy, another woman from France told me about the frequent incidents of divorce in which women are not getting justice and two other workers from Pakistan and Afghanistan told me how the political systems in their own countries governments have been subjecting them to paranoia of suspicion : they were called foreign agents.



Sampat Pal



Mukhtar Mai, Sampat Pal

My work in Banda, Chitrakoot, Mahoba and other districts of Bundelkhand region of India, one of the most backward regions of the country, involved battling the male mindset that women don't deserve justice. After two or three years of marriage at an early years (as early as twelve to fifteen) when women become mothers every year because of the insensitivity of their husbands, they lose their health. Men would then first torture them, make them work 24X 7. Women's health deteriorates further. When they becomes unfit to do anything, they are abandoned and men prepare to go for second marriage.. In my countryside, the literacy level is very low. There are hamlets without any literate women at all. The health care system is non-existent. Superstitious families call exorcists, faith healers for miracle cure of chronic ailments, quacks are hired to treat patients. Elders in the families believe in superstition in the rural areas of India. I am myself a victim of all these since my early teen. I became a wife at the age of 12, mother at the age of 15. One thing which made me different from other women is my unbridled anger against those who compounded the suffering of women. I also came to be known in my locality for my outspoken nature. I would protest publicly whenever I saw women suffering. This intolerance against



Sampat Pal, Aude Zieseniss de Thuin

conspiracy of silence made me take up a baton in pink uniform and hit the street fighting the feudalistic and patriarchal men, their mindset. The rest is history. I am so happy that the work I began early in the eighties gathered steam in the nineties and in 2006, it exploded into a movement in Uttar Pradesh.

I am proud to say that the numbers of my workers – the volunteers who are joining my group in pink sari—are growing phenomenally now. But all these were confined in the backyards of India.

My participation in the Women's Forum has now built a bridge with the rest of the world.

In the couple of hours I spent in the Forum at Deauville, the contours of my vision changed forever. An inner voice from me has taken hold of me. I want to broad-base my movement now. I want to hone out skills of the deprived, abandoned women and make them contribute to development process of my country. I want to fight early marriage in which woman is treated like a chattel. I am all set to launch weaving centres for women, short -stay home for abandoned women and education for the girl children.

I am happy that many of my acquaintances in France who I met at the Women's Forum have promised to provide me moral and logistical support. Sampat Pal with a Pink Salute.



“European women know who they want to win the US election. They want the handsome one.”

Anne-Marie Idrac

Anne-Marie Idrac

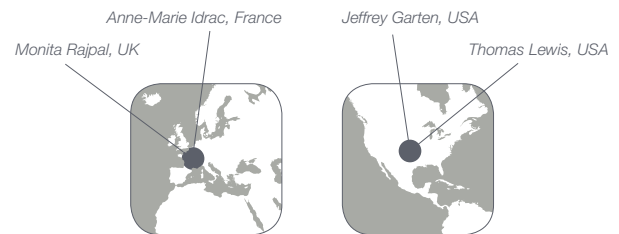
The drivers of tomorrow's economic growth

The world is suffering its worst economic crisis for almost a century – but despite the financial crash, is there also a hope that we could be on the brink of building a more realistic, honest and ethical system for the centuries to come?

As the world reels from the deepest financial crisis since the great depression of the 1930s, governments and industry should now begin looking to emerging economies like India and China for the thrust to power us through the 21st century, delegates heard.

Governments should also be turning away from the finance sector in their quest to reverse the downturn, and be looking more towards 'real industry' like agriculture and manufacturing for a solution to the current slump. CNN anchor-woman Monita Rajpal asked the panel of financial experts whether despite the credit crunch, they believed we would witness the birth of a new era of progress or remain 'mired in the sewage of the crisis'.

Yale University business professor Jeffrey Garten said he believed the global economy was suffering from two major blows – the collapse of the credit system, and the spill-over of this crisis into the real economy, and he warned that the fallout of these combined factors could last for many years to come.



GOVERNMENT VS. PRIVATE SECTOR

He said: "Governments are taking this crisis so seriously that they have basically said there are no limits to what they will do, and that they will nationalise the entire financial system if necessary, to find a solution to this.

"But the real trick will be to see if governments can remove themselves from the system, and allow the private sector to take over once more, though next time around with a greater proportion of the GDP coming from industries that actually make things, rather relying on growth from the finance industry."

Part of the global growth and recovery plan should also include 'intense pressure' to keep trade free from protectionism and state interference, Garten said, adding: "Trade is a huge part of global economic activity and we need to make a super-heroic effort to say that right now is the time for trade to expand."

ETHICS IN THE BALANCE

French Secretary of State for Foreign Trade Anne-Marie Idrac warned that the crisis had now spread to every single part of the economy, but most notably to the sectors of fuel, food and finance, and she blamed the roots of the massive economic downturn on 'a simple lack of ethics and good common sense.'



Jeffrey Garten

She said: "Perhaps now we are at the start of a new system, a 21st century financial landscape that is more honest and ethical than before. I shall always believe that capitalism is the only way forward, but from now on it should not be financial and speculative capitalism, but entrepreneurial capitalism."

The situation could also improve after the US election, she said, when the world may well heave a huge sigh of relief at the election of Barack Obama and confidence would then start to be rebuilt in the global economy.



Thomas Lewis



Monita Rajpal



From left to right : M .Rajpal, J. Garten, A-M Idrac, T. Lewis

NEW GLOBAL DIALOGUE

The panel was unanimous that one of the key drivers to tomorrow's economic growth would be the vitality of the world's biggest emerging economies, especially China, India and Brazil. Idrac said: "This is crucial, and there can be no possibility of a new global dialogue without these countries. They must be at the table and they must have the same rights and duties as the current major global players."

Garten told delegates that forecasts showed that while rich OECD countries currently accounted for 75 per cent of global economic activity, by the year 2050 they would only account for 32 per cent, as the focus swung to the developing world.

And he said that the centres of growth in emerging economies would be their cities, quoting the statistic that in the developing world, 180,000 people were currently moving from the countryside to urban areas every day.

"This means that emerging nations as a whole need the equivalent of a new city of one million people every week, or six more New York cities every year. The growth will come in the areas of water, utilities, power and transportation and the sheer scale of this essential growth is enormous," he said. "Growth will come

because it has to come, but the whole world is in for a tough couple of years before we emerge from this crisis, hopefully with a stronger system with more diversity and opportunities than ever before."

SPEAKERS



Jeffrey Garten, Juan Trippe professor in the practice of international trade, Finance and business, Yale University, and Chairman of Garten Rothkopf, USA



Anne-Marie Idrac, Secretary of State for Foreign Trade, France



Thomas Lewis, senior partner and managing director, The Boston Consulting Group, USA

MODERATOR



Monita Rajpal, CNN Anchor, Turner House CNN International, UK

Women's vision of the financial crisis and of the role of Europe

Prior to the 4th edition of the Women's Forum, Ifop carried out a prospective study involving leading women and Ifop Opinion experts, and conducted in situ studies on the theme "Women's vision of the financial crisis and of the role of Europe", thus benefiting from and capitalising on the collective intelligence present at the Forum.

Stéphane Truchi, Chairman of the Board of Ifop, commented and analysed the two-part study before drawing the following conclusions:

Leading European women speak in favour of a truly European economic model.

The 7 women interviewed – Aude Zieseniss de Thuin, Founder and CEO of the Women's Forum, Maria Livanos Cattau, former Secretary General of the International Chamber of Commerce, Anne Méaux, Chairman of Image 7, Allegra van Hövell, partner at McKinsey & Company, Julia Harrison, Founder of Blueprint Partners, Mercedes Erra, co-Executive Chairman of Euro RSCG Worldwide, Oriane Garcia, Founder of Lokace and of Caramail.

According to the respondents, the crisis could be an opportunity for a "return to a more ethical management of the economy". They believe Europe can play a key role in defining global financial regulations by standing up for the basic principles of transparency, responsibility and confidence.

They insist that European lawyers, backed up by political leaders, must engage in informing and educating, including demonstrating



Stéphane Truchi

the true role of decisions made in Brussels. In this context, Europe must ensure the participation of schools in this renewed discovery of the virtues of the European Community. They are convinced that Europe can enjoy a second wind and be a source of inspiration by taking the initiative in several spheres.

The in situ study among participants also reveals that...

90% of women interviewed consider the current crisis to be structural... 35% of women perceive this crisis to be above all a moral issue while 19% see it as a technical issue. 47% see this crisis as both a technical and a moral issue. All agree that the crisis is not just a mishap but is structural (90%).

Their recommendations revolve around two principal themes: information about the crisis, and the setting up of guarantees and backing for the financial system by governments.

However, 69% think that in the future, the economy must regain independence from financiers.

Only 59% believe the crisis will result in countries turning inwards and adopting protectionism.

87% of women consider Europe should play a key role in recovery from the crisis. In Europe's favour, its capacity to manage the crisis and recent interventions by European governments have massively enhanced Europe's image (80%).

Nevertheless, a strong underlying impression of lack of solidarity counters Europe ensuring a rapid and effective emergence from the crisis. 62% believe that European solidarity is insufficient for achieving this, this being expressed particularly strongly by the Asian women interviewed (80%).

When questioned on the solidity and stability of the financial system, Europe still needs to prove itself.

Stéphane Truchi concluded by saying that women perceive this crisis as being both ethical and structural. They believe that by reviving its fundamental values, Europe can play a key role in the management of the crisis:

- through initiating informative measures to explain its role and the issues involved,
- through encouraging more transparent financial practices,
- through continuing the efforts made by governments to develop solidarity between them,
- and finally, by capitalising on the pragmatism and respect shown by women in the management of corporate and topical issues.

Ifop will pursue this type of initiative in 2009 via regular interviews with this target group of influential women represented by the participants of the Women's Forum..



Stéphane Truchi

Closing lunch diversity is the future

The word 'diversity' is often used but seldom defined. It concerns issues such as nationality, culture, personality, age, sexual orientation and a whole range of other questions. It was therefore vital to be clear about how the term was being used. "Diversity can be seen as a value or as a tool and it covers a lot more than gender," Ian Davis argued.

Ian Davis, Worldwide Managing Director of McKinsey & Company, and Zia Mody, Senior Partner, AZB & Partners, reported back to the delegates on the key points which had been discussed during the Global Leaders Round Table on behalf of the 14 leaders who had gathered for two sessions during the Global Meeting around the theme of leveraging diversity in corporations. Played right, diversity could be a powerful asset for a company, Davis added. A recruitment policy that encourages applications from a wide range of social, gender and other backgrounds was a great way of attracting fresh new talent to a firm and promotion policies that encourage diversity can ensure the best people get to top management positions. "There is a clear link between diversity an innovation," he said.

Davis added that it was hard to say what impact the financial crisis might have on efforts to promote diversity. "The pessimist in me says that diversity will slip down the agenda," he explained, arguing that in tough times managers could be tempted to fall back on old, familiar practices rather than introducing innovative new ones. Zia Mody argued that the financial crisis would force companies



Zia Mody



Ian Davis



Andrew Hill



Margaret Alva



On behalf of the Official Indian Delegation, Rohini Nikelani and Margaret Alva thanked the Women's Forum and all the delegates for their warm welcome

to reassess their core values and that part of this process would involve a greater commitment to diversity. "You will not only have to understand diversity, you will have to be diverse," she said. "With a more diverse mix you have to be a more wholesome organisation," she added.

Thanks are extended to those who participated in the Global Leaders Round Table, which was hosted jointly by Carlos Ghosn and Ian Davis :

- Ms. Molly Ashby, CEO, Solera, USA
- Mr. Jean-Paul Bailly, CEO, La Poste, France
- Mr. Philippe Castagnac, Managing Director, Mazars, France
- Ms. Béatrice Dautresme, Executive Vice-President Corporate Communications and External Affairs, L'Oréal, France
- Mr. Ian Davis, Worldwide Managing Director, McKinsey & Company, UK
- Ms. Moira Elms, Global Partner People & Culture and Brand & Communications, PricewaterhouseCoopers, UK
- Mr. Carlos Ghosn, President & CEO of Renault and President & CEO of Nissan, France and Japan
- Mr. Andrew Hill, Associate Editor, Financial Times, UK
- Mr. Michel Landel, Group CEO, Sodexo, France
- Ms. Zia Mody, Senior Partner AZB & Partners, India
- Mr. Thierry Morin, Chairman and CEO, Valeo, France
- Mr. Damien O'Brien, CEO, Egon Zehnder International, France
- Ms. Dominique Reiniche, President Europe Group, The Coca Cola Company, France
- Mr. Patrick Sayer, CEO, Eurazeo, France

SPEAKERS



Ian Davis, Worldwide Managing Director, McKinsey & Company, USA



Zia Mody, Senior Partner, AZB & Partners, India

MODERATOR



Andrew Hill, Associate Editor, Financial Times, UK

PEOPLE & ATMOSPHERE



The Chinese delegation



The partners of the Women's Forum



The official Indian delegation dancing traditional at the Cartier cocktail dinner



The Spanish delegation



The Cartier cocktail dinner at the Casino



Sampat Pal, Mukhtar Mai, Chekeba Hachemi



The official Indian delegation



The South African delegation



The Turkish delegation



Programme

WEDNESDAY, OCTOBER 15TH

19:30 **Women's Forum Preview Cocktail Reception**

Courtesy of the Mayor's Office, Town of Deauville

THURSDAY, OCTOBER 16TH

9:00 – 9:05 **Welcome by Aude Zieseniss de Thuin**

Founder and CEO, Women's Forum for the Economy and Society

9:05 – 9:40 **A conversation with Ingrid Betancourt, moderated by Christine Ockrent**

What kind of progress do we need and want in the 21st century?

9:45 – 11:00

Speakers:

Mercedes Erra, Executive President, Euro RSCG Worldwide, France

Irène Khan, Secretary General, Amnesty International, UK

Wendy Luhabe, Founder, Wiphold, Women Private Equity Fund, South Africa

Shirin Tahir-Kheli, Senior Adviser for Women's Empowerment to the Secretary of State, USA

Moderator:

Christine Ockrent, General Director, Audiovisuel Extérieur de la France, France

11:30 – 12:45 **If we were truly serious about the environment...**

Speakers:

Thierry Raes, Sustainable Business Solutions, Marketing & Communication Partner, PricewaterhouseCoopers, France

Paul Waide, Senior Policy analyst, Energy Efficiency and Environment Division, International Energy Agency, France

Moderator:

Julia Harrison, Managing Partner, Blueprint Partners, Belgium

11:30 – 12:45 **Women as agents of progress: where are they most effective?**

Speakers:

Zainab Salbi, Co-founder and President, Women for Women International, USA

Edit Schläffer, Director, Women without Borders, Austria

Valérie Toranian, Editor in Chief, ELLE Magazine, France

Moderator:

Liz Padmore, Independent Consultant, Director and Associate Fellow, Oxford Business School, UK

11:30 – 12:45 **Does innovation in sciences and technology always mean progress?**

Speakers:

Lisa Brummel, Senior Vice-President for Human Resources, Microsoft, USA

Monique Canto-Sperber, Director, Ecole Normale Supérieure, France

Sarah Chan, Research Fellow, Centre for Social Ethics and Policy, University of Manchester, UK

Alice Dautry, Director, Institut Pasteur, France

Julia Moore, Deputy Director, Project on Emerging Nanotechnologies, Woodrow Wilson International Center for Scholars, USA

Patricia Pineau, Research Communications Director, L'Oréal, France

Moderator:

Janet Guyon, Managing Editor, Bloomberg, France

11:30 – 12:45 **Rethinking international solidarity**

Speakers:

Howard Bell, Deputy Secretary General, CARE International, Switzerland

Nadereh Chamlou, Senior Advisor at the World Bank's Middle East and North Africa Region for Knowledge and Economic and Sector Work, USA

Amir A. Dossal, Executive Director, UN Office for Partnerships, USA

Karin Jestin, Secretary General, Fondation 1796, Switzerland

Moderator:

Donald Morrison, Contributor, Time Magazine, France

11:30 – 12:30 **Discovery Programme**

Health Corner

Brain performance at your business service – IQ & EQ

Speaker:

Guillaume Caunègre, Osteopath, Founder and CEO, Osteotherapeutics Institute, USA

12:45 – 14:15 **"Women and European politics: A time for change."**

Keynote Speaker:

Margot Wallström, Vice-President, European Commission, Belgium

Moderator:

Christine Kerdellant, Chief Editor, L'Express, France

14:30 – 15:45 **Corporate performance : looking for the "women advantage"**

Speakers:

Sandrine Devillard, Principal, McKinsey & Company, France

Sally Helgesen, Author, USA

Michel Landel, Group CEO, Sodexo, France

Mouna Sepehri, CEO Office, Director in charge of cross functional teams, Renault, France

Moderator:

Lamia Walker, Associate Director, Lehman Brothers Centre for Women in Business, UK

14:30 – 15:45 **Which education for what progress?**

Speakers:

Monique Canto-Sperber, Director, Ecole Normale Supérieure, France

Carla Gomez Monroy, One Laptop per Child, Mexico

Susan Pinker, Psychologist, Columnist, The Globe and Mail, Canada

Indu Shahani, Sheriff of Mumbai; H.R. College of Commerce & Economics, India

Nora Brown, Chief Operating Officer, M.E.R.C (Management & Education Research Consortium), USA

Moderator:

Anita Pratap, Independent Writer and Journalist, Norway

14:30 – 15:45 **The new frontier of our century: the brain and its complexities**

Speakers:

Yves Agid, Scientific Director, Institute for Cerebral and Modularity Disorders, France

Jill Bolte Taylor, Professor, Indiana University School of Medicine, USA

Moderator:

Maria Livanos Cattai, Member of the Board of Directors, Petroplus Holdings, Switzerland

14:30 – 15:30 **Discovery Programme**

Special session

Making change happen now

Speaker:

Sandra Liliana Sanchez, Founder, Oasis, Colombia

“I want to feel good” Corner

Because beauty contributes to better living

How hospital patients regain self-esteem through beauty and well-being?

Speaker:

Françoise Montenay, President of the CEW, President of Beauty Centres, CEW, France

16:00 – 17:00 **Cartier Women’s Initiative Corner**

Small Business-Owners: the challenges and rewards

Speakers:

Angel Chang, Founder of Angel Chang LLC, USA

Antonia Sanin, Founder and General Manager, The Globe, Colombia

“I want to feel good” Corner

Progress in cosmetics: rediscovering beauty habits worldwide

Speaker:

Fabrice Aghassian, Worldwide Product Evaluation Director, L’Oréal, France

Men’s Corner

Gender Balance in my company: what can I do next Monday 8am?

Speakers:

Russ Hagey, Global Chief Talent Officer, Bain & Company, USA

Michel Landel, Group CEO, Sodexo, France

Joel Simon, Vice-Chair Paris office, Paul Hastings, France

Moderators:

Valérie Leboucq, Journalist, Les Echos, France

Bertrand Pointeau, Co-author of the recently published Diversity study, Director, Bain & Company, France

Avivah Wittenberg-Cox, CEO, 20-First, France

Today’s India Corner

Women entrepreneurship in India: meet with women changing the face of the country

Speakers:

Archana Kapoor, Publisher, Hardnews Media Pvt Ltd, India

Rekha Mody, Founder, Stree Shakti, India

Moderator:

Constance Freienstein, Principal, AT Kearney, France

Women Actors for Leading Change Corner

Conversation with Women Actors for Leading Change

Speakers:

Sandra Aguebor, Founder, Lady Mechanic Initiative, Nigeria

Vera Cordeiro, Founder & CEO, Associação Saúde de Criança Renascer, Brazil

Selma Demirelli, President, Water Lily Women’s Environment and Cultural Cooperative, Turkey

Moderator:

Françoise Schöller, Journalist, France 3, France

Writer’s Corner

Shobhaa De, Author and Columnist, India

Speaker:

Shobhaa De, Author and columnist, India

Moderator:

Irène Frain, Writer & Journalist, France

Women for Education Corner

Our long term challenge: How to live and work in a more sustainable way?

Speakers:

Ellen MacArthur, Navigator, Solo long distance yachswomen, UK

Moderator:

Valérie Toranian, Editor in Chief, ELLE Magazine, France

17:15 – 18:30 **What world economy after the global financial crisis?**

Speakers:

Laurence Danon, Member of the Executive Board, Edmond de Rothschild Corporate Finance, France

Clyde Prestowitz, Founder and President of the Economic Strategy Institute, USA

Jean-Michel Steg, Head of banking, Citigroup global markets, France

Moderator:

Maria Livanos Cattai, Member of the Board of Directors, Petroplus Holdings, Switzerland

17:15 – 18:15 **Discovery Programme**

SciTechGirls Corner

Retaining female talent in Science and Technology

Speakers:

Pierre Bismuth, President, Women in Science and Technology (WIST), France

Katheryn Corich, Founder and Director, Sysdoc, UK

19:30 – 20:30 **SEVEN, a play based on the real life experiences of 7 women from the Vital Voices Global Network and presented by Diane von Furstenberg**

20:45 – 22:15 **Opening dinner**

Introduced by:

Chris Grigg, Chief Executive, Barclays Commercial Bank, UK

Moderated by:

Melanne Verveer, Co-Founder, Chair and Co-Chief Executive Officer, Vital Voices Global Partnership, USA

Speakers:

Farida Azizi, Afghanistan

Anabella De Leon, Guatemala

Mukhtar Mai, Pakistan

Inez McCormack, Northern Ireland

Marina Pisklakova-Parker, Russia

Mu Sochua, Cambodia

FRIDAY, OCTOBER 17TH

8:30 – 10:15 **Working session: How much diversity are we prepared to accept?**

Keynote speaker:

Carlos Ghosn, President and CEO of Renault, President and CEO of Nissan, France and Japan

Speakers:

Jenifer Jackson-Preece, Senior Lecturer, European Institute and International Relations Department, London School of Economics, UK

Michàlle Mor Barak, Professor, School of Social Work & Marshall School of Business, University of Southern California (USC), USA

Moderators:

Maria Livanos Cattai, Member of the Board of Directors, Petroplus Holdings, Switzerland

Liz Padmore, Independent Consultant & Director, Director and Associate Fellow, Oxford Business School, UK

Anita Pratap, Independent Writer and Journalist, Norway

10:15 – 10:45 **Women for Education Award 2008**

10:30 – 11:30 **Discovery Programme**

"I want to feel good" Corner

Breaking Ground in the Diamond Industry – How women are changing the face of this industry.

Speakers:

Inge Zaamwani-Kamwi, Managing Director, Namdeb Diamond Corporation (Pty) Ltd, Namibia

Varda Shine, Managing Director, The Diamond Trading Company (DTC), UK

Men's Corner

Gender Balance in financial services: What can I do next Monday 8am?

Speakers:

Philippe Lagayette, Managing Director & Chairman of the Management Committee, JPMorgan, France

Pascal Roché, Country Manager and Managing Director, Barclays Bank, France

Jean-Michel Steg, Head of Banking, Citigroup Global Markets, France

Moderators:

Anne Bauer, Grand Reporter, Les Echos, France

Bertrand Pointeau, Co-author of the recently published Diversity study, Director, Bain & Company, France

Avivah Wittenberg-Cox, CEO, 20-First, France

SciTechGirls

Women who are making advances in science

Speakers:

Indira Nath, Winner of L'Oréal-Unesco 2002 prize for Women in Science in Asia, India

Micheline Pelletier, Photo reporter, Fondation L'Oréal, France

Today's India Corner

Business, the Indian way: key lessons for interacting with the next world superpower

Speakers:

Saurine Doshi, Partner, AT Kearney, India

Bruno Lafont, Chairman and Executive Officer, Lafarge, France

Rekha M Menon, Executive Director, Accenture, India

Zia Mody, Managing Partner, AZB & Partners, India

Moderator:

Patrice Zygband, Vice-President, AT Kearney, France

Women for Education Corner

Afghanistan: The situation one year after the Women for Education Award

Speakers:

Chekeba Hachemi, Winner of the Women for Education Award 2007, President, Afghanistan Libre, Afghanistan

Rama Yade, Secretary of State to the Minister of Foreign and European Affairs, with responsibility for Foreign Affairs and Human Rights, France

Writer's Corner

Meet with Susan Pinker

Speakers:

Susan Pinker, Psychologist, Columnist, The Globe and Mail, Canada

Moderator:

Irène Frain, Writer & Journalist, France

11:45 – 13:00 **Do I really want to know that much about my future health?**

Speakers:

Arnavaz Aga, Director, Thermax Ltd, India

Etienne-Emile Baulieu, Honorary Professor, Collège de France, France

Jane Blumenthal, Director, Health Sciences Libraries, University of Michigan, USA

Moderator:

Maria Livanos Cattai, Member of the Board of Directors, Petroplus Holdings, Switzerland

11:45 – 13:00 **Assessing the impact of social entrepreneurship**

Speakers:

Vera Cordeiro, Founder and CEO, Associação Saude Criança Renascer, Brazil

Selma Demirelli, Water Lily Women's Environment and Cultural Cooperative, Turkey

Françoise Gri, CEO, Manpower, France

Seyda Taluk, Turkey Director, Ashoka, Turkey

Moderator:

Ann Morrison, Journalist, TIME Magazine, France

11:45-13:00 **Risk capital: challenge for women entrepreneurs**

Introduced by:

Bernard Fornas, President and CEO, Cartier, France

Speakers:

Molly Ashby, CEO, Solera, USA

Bettina Goetzenberger, Founder and General Manager, LOMasLEGAL, Spain

Mary Ellen Iskenderian, President and CEO, Women's World Banking, USA

Clare Logie, Director of Women in Business, Bank of Scotland, UK

Nell Merlino, Co-founder and CEO of Count Me In for Women's Economic Independence, USA

Moderator:

Liz Padmore, Independent Consultant, Director and Associate Fellow, Oxford Business School, UK

11:45 – 13:00 **China after the Olympics**

Speakers

Bruno Lafont, Chairman & Executive Officer, Lafarge, France

Yan Lan, Partner, Gide Loyrette Nouel Beijing, PRC

Dominique Netter, Chief Economist, La Compagnie Financière Edmond de Rothschild, France

Caroline Puel, Asia Bureau Chief, Le Point, PRC

Aude Zieseniss de Thuin, Founder and CEO, Women's Forum for the Economy and Society, France

Moderator:

Anita Pratap, Independent writer and journalist, Norway

11:45 – 12:45 **Discovery Programme**

Energy Corner

International Polar Foundation
Princess Elizabeth Station: Aiming for “zero emissions”

Speaker:

Thierry Touchais, Executive Director, The International Polar Foundation, Belgium

Women for Education Corner

How new technologies can speed up women’s role in the society?
Meet the NGO winner of the 2008 Women for Education Award

13:15 – 15:00 **Lunches in Parallel**

A conversation with Diane von Furstenberg

Speaker:

Diane von Furstenberg, Fashion designer, DVF, USA

A conversation with Clara Rojas

Speaker:

Clara Rojas, former Chief of Staff of Ingrid Betancourt, Colombia

Women in the media

Speakers:

Mercedes Erra, Executive President, Euro RSCG Worldwide, France

Michele Reiser, Member of the Conseil Supérieur de l’Audiovisuel (CSA), France

Brigitte Grésey, Head of the Service of Women’s Rights and Gender Equality, France

Brainstorming Lunch: my top priorities...what can I do about them?

Moderator:

Claude Smadja, President, Smadja & Associates Strategic Advisory, Switzerland

Discussants:

Clyde Prestowitz, Founder and President of the Economic Strategy Institute, USA

Paul Waide, Senior Policy Analyst, International Energy Agency, France

Elisabeth Guigou, M.P. French National Assembly, France

15:15 – 16:30 **What difference do women make in science and technology?**

Speakers:

Claudie Haigneré, Adviser to the Director General of the European Space Agency, France

Barbara Dalibard, Executive Vice-President, Enterprise Communications Services Division, Orange, France

Béatrice Dautresme, Executive Vice-President Corporate Communications, External Affairs and Prospective, L’Oréal, France

Nadine Leclair, Senior Vice-President, Vehicle Engineering Development, Renault, France

Frances O’Sullivan, Senior Vice-President, Product Group, Lenovo, USA

Viviane Reding, Commissioner for Information Society and Media, European Commission, Belgium

Moderator:

Maria Livanos Cattai, Member of the Board of Directors, Petroplus Holdings, Switzerland

15:15 – 16:30 **Special programme: Women and Law**

Equal before the law?

Speaker:

Pinky Anand, Advocate, Supreme court, India

Athalia Molokomme, Attorney general of Botswana

Sampat Pal, Founder and Leader of the “Gulabi gang”, India

Moderator:

Guy Carcassonne, Professor of public Law, University of Nanterre, France

15:15 – 16:45 “The unique destiny of Colonel Jin Xing”

A documentary by Sylvie Levey, 2001 - 52 min

moderated by Caroline Puel, Asia bureau Chief, Le Point, China

15:15 – 16:15 **Discovery Programme**

Empowering women through IT Corner

ICT and the unlimited potential of women in Europe and the Middle East

Speakers:

Salwa Abdullah Nasser Al-Jabri, Participant Leader, Women in Technology, Oman

Abeer Ali Al-Mukhaini, Country Programme Manager, Women in Technology, Oman

Gabriella Barna, Education for Open Society (EOS), Romania

Lize De Clercq, Fundacion Esplai, Spain

Widad El Hanafi, Country Programme Manager, Women in Technology, Morocco

Māra Jākobsona, Vice-President, LIKTA, Latvia

Thaima Samman, Associate General Counsel/Senior Director Corporate Social Responsibility and Corporate Affairs, Microsoft EMEA, France

Moderator:

Sylvie Laffarge, Microsoft, Director of Community Affairs, Europe

Health Corner

Consumerism in healthcare: the new frontier

Speakers:

Molly Ashby, Vice-President, Solera, USA

Julie Klapstein, CEO, Availity, USA

Lisa Loscalzo, Executive Vice-President of Business Development and Founding Member, The Little Clinic, USA

Women for Education Corner

Microlending – a key to help fighting poverty and inequality?

Speaker:

Arnaud Poissonnier, President, Babyloan.org, France

16:45 – 17:45 **Special programme: Women and Law**

Justice and peace: in conflict?

Speakers :

Fernanda Cervetti, Tax Commission President, Criminal Law Judge, Executive Board member for the International Association of Women, Italy

Martha Karua, Minister of Justice, Constitutional Affairs and National Cohesion, Kenya

Naomi N. Shaban, Minister of State for Special Programme, Kenya

Moderator:

Guy Carcassonne, Professor of Public Law, University of Nanterre, France

16:45 – 17:45 **Discovery Programme**

Cartier Women Initiative Corner

Social entrepreneurs: why and how they decided to take action

Speakers:

Bettina Goetzenberger, Founder and General Manager, L’OmasLEGAL, Spain

Lucie Avoaka, General Manager, Santa Maria Medical Center, Côte d’Ivoire

Men's Corner

Gender Balance in my company: what can I do next Monday 8am?

Speakers:

Frank Brown, Dean, INSEAD, France

Philippe Castagnac, Associate, Mazars, France

Patrick Sayer, CEO, Eurazeo, France

Russ Hagey, Global Chief Talent Officer, Bain & Company, USA

Moderators:

Anne Bauer, Grand Reporter, Les Echos, France

Bertrand Pointeau, Co-author of the recently published Diversity study, Director, Bain & Company, France

Avivah Wittenberg-Cox, CEO, 20-First, France

SciTechGirls Corner

Attracting female talents in Science and Technology

Speakers:

Sally Buberger, Laureate Imagin Cup (Student Technology Competition organized by Microsoft), Argentina

Claudie Haigueré, Advisor to the Director General, European Space Agency, France

Indira Nath, Winner of the L'Oréal/Unesco 2002 prize for Asia, India

Moderator:

Annie Kahn, Deputy Editor, Le Monde, France

Today's India Corner

Luxury Market in India: from Maharajahs to modern Cartier

Speakers:

Saurine Doshi, Vice-President, AT Kearney, India

Françoise Montenay, President of the CEW, President of Beauty Centres, CEW, France

Odile Roujol, President of Lancôme, France

Moderator:

Joel Benzimra, Vice-President, AT Kearney, France

Women for Education Corner

What are the changes needed in education to really empower women and change stereotypes?

Speaker:

Claire Calosci, General Director, Aide et Action International, France

Writer's Corner

Meet with Taslima Nasreen

Speaker:

Taslima Nasreen, Writer, Bangladesh

Moderator:

Irène Frain, Writer and Journalist, France

18:00 – 19:15 More media, less knowledge?

Speakers:

Agnès Audier, Partner and Managing Director, The Boston Consulting Group, France

Susan Clark, Managing Director CEMEA, The Economist Group, UK

Xavier Couture, Head of Content division, Orange, France

Christine Ockrent, General Director, Audiovisuel Extérieur de la France, France

Anita Pratap, Freelance Journalist, Norway

Moderator:

Liz Padmore, Independent Consultant, Director and Associate Fellow, Oxford Business School, UK

18:00 – 19:15 Helping to change society : Philanthropy, the Indian Way

Speakers:

Rohini Nilekani, Chairperson, Arghyam, India

Anu Aga, Director, Thermax limited, India

Aparajita Ramakrishnan, Programme Officer, Bill & Melinda Gates Foundation

Moderator:

Vibhuti Patel, Newsweek International, USA

18:00 – 19:15 Does progress enhance the sense of happiness?

Speakers:

Joanna Barsh, Director, McKinsey & Company, USA

Elisabeth Kelan, Senior Research Fellow, London Business School, UK

Zia Mody, Senior partner AZB & Partners, India

Dominique Reiniche, President, Coca-Cola Europe, France

Moderator:

Maria Livanos Cattai, Member of the Board of Directors, Petroplus Holdings, Switzerland

18:00 – 19 :15 What role for Russia in the 21st century?

Speakers:

Catherine Mantel, Project Director for Russia, GDF SUEZ, France

Anaud Breuillac, Senior Vice-President, Continental Europe and Central Asia, Total, France

Steve Erlanger, Paris Bureau Chief, New York Times, France

Moderator:

Julia Harrison, Managing Partner, Blueprint Partners, Belgium

18:00 – 19 :15 Rising Talents session:

Challenging and Exchanging – fostering debate between different generations of leaders

Speakers:

The Rising Talents and companies CEOs

18:00 – 19:00 Discovery Programme

Health Corner

Women's health management for a better & longer business life

Speaker :

Guillaume Caunègre, Osteopath, Founder and CEO, Osteotherapeutics Institute, USA

19:30 – 20:15 The Cartier Women's Initiative Awards Ceremony 2008

20:30 A touch of India: Cocktail Reception hosted by Cartier

SATURDAY, OCTOBER 18TH

9:00 – 10:15 What should the world expect from the next US President?

Speakers:

Steven Erlanger, Chief of the Paris bureau, The New York Times, France

Christine Ockrent, General Director, Audiovisuel Extérieur de la France, France

Clyde Prestowitz, Founder and President of the Economic Strategy Institute, USA

Moderator :

Anne Swardson, Editor at large, Bloomberg, France

9:00-10:15 What future for the Nation State?

Speakers:

Emma Bonino, Vice President of the Senate, Italy
Elisabeth Guigou, M.P. French National Assembly, France
Jean-Pierre Jouyet, Secretary of State, responsible for European Affairs, France
Baroness Rawlings, House of Lords, UK
Carmen Romero, President, Mediterranean society, Spain
Salomé Zourabichvili, Former Foreign Affairs Minister of Georgia, France

Moderator:

Caroline de Camaret, Journalist, France 24, France

09:00 – 10:15 “Out the Box” session: Let’s reinvent capitalism

09:00 – 10:00 Discovery programme

Health Corner

Consumerism in healthcare: the new frontier

Speakers:

Molly Ashby, CEO, Solera, USA
Julie Klapstein, CEO, Availity, USA
Lisa Loscalzo, Executive Vice-President of Business Development and Founding Member, The Little Clinic, USA

10:30 – 11:00 A conversation with Fadela Amara, Minister of State to the Minister for Housing and Urban Affairs, France

Moderator:

Mercedes Erra, Executive President, Euro RSCG Worldwide, France

10:30 – 11:30 Discovery Programme

Cartier Women Initiative Corner

The new generation of entrepreneurs

“I want to feel good” Corner

Rediscovering luxury in the fashion industry – Illustrations of how to weave tradition and art into retail clothing

Speaker:

Gabriella Cortese, Founder & President, Antik Batik, Italy

Moderator:

Catherine Schwaab, Editor in Chief, Paris Match, France

SciTechGirls Corner

The ICT paradox

Speakers:

Brigitte Dumont, Human Resource Director, Orange France
Jehanne Savi, Head of IT delivery, Orange, France
Marie Hélène Therre, President, Femmes Ingénieurs, France

Moderator:

Claudine Schmuck, Founding Partner, Global Contact, France

Today’s India Corner

Women entrepreneurship in India: meet with women changing the face of the country

Speakers:

Hasina Kharbhih, Founder President & Team Leader, Impulse NGO Network, India
Reema Nanavaty, Director, Economic and Rural Development, Self Employed Women’s Association (SEWA), India
Shyama Ramani, Founder-director, Friend in Need Trust, India

Moderator:

Eric Gervet, Managing Director, AT.Keamey, France

Writer’s Corner

Meet with Eric Donfu

Speaker:

Eric Donfu, Writer, France

Moderator:

Irène Frain, Writer & Journalist, France

11:45 – 13:00 The drivers of tomorrow’s economic growth

Speakers:

Anne-Marie Idrac, Secretary of State for Foreign Trade, France
Jeffrey Garten, Juan Trippe Professor in the practice of International trade, finance and business, Yale University, and Chairman of Garten Rothkopf, USA
Thomas Lewis, Senior Partner and Managing Director, The Boston Consulting Group, USA

Moderator :

Monita Rajpal, CNN Anchor, Turner House CNN international, UK

11:45 – 12:45 Discovery Programme

Women Actors for Leading Change Corner

Conversation with Women Actors for Leading Change

Speakers:

Jeroo Billimoria, Executive Director, Aflatoun, The Netherlands
Carla Gomez Monroy, OLPC Learning Consultant, One Laptop Per Child, USA
Marie Fontanel, Director of public relations and Education programmes, musée du quai Branly, France

Moderator:

Françoise Schöller, Journalist, France 3, France

13:30 – 15:00 Closing lunch: Diversity is the future

Speakers:

Zia Mody, Managing Partner, AZB & Partners, India
Ian Davis, Worldwide Managing Director, McKinsey & Company, USA
Stéphane Truchis, President, IFOP, France

Moderator:

Andrew Hill, Associate Editor, Financial Times, UK

Concluding remarks: Aude Zieseniss de Thuin

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SUPPORTERS



MANAGEMENT & TEAMS

Management

Aude Zieseniss de Thuin
Founder and Chief Executive Officer
contact@womens-forum.com

Emmanuelle Febvay
Managing Director
emmanuelle.febvay@womens-forum.com

Caroline Boudergue
Chief of Staff
caroline.boudergue@womens-forum.com

Lydie Lecourt
Executive Assistant
lydie.lecourt@womens-forum.com

Content & Operations

Stefan Draszczyk
Executive Director Operations
stefan.draszczyk@womens-forum.com

Stéphane Barbot-Maire
Operations Manager
stephane.barbot-maire@womens-forum.com

Gwendoline de Ganay
Concept Officer
gwendoline.de.ganay@womens-forum.com

Communication

Laetitia Duguet
Director
laetitia.duguet@womens-forum.com

Joanna Spiette
Communication Manager
joanna.spiette@womens-forum.com

Gwenaëlle Morin
Communication Coordinator
gwenaelle.morin@womens-forum.com

Aurelie Launay
Press Manager
aurelie.launay@womens-forum.com

US Representation

Jean-Christian Agid
jean-christian.agid@womens-forum.com

Partnership

Stephanie Shaw
International Partnership Manager
stephanie.shaw@womens-forum.com

Nina Ramanampisoa-Gausseres
Partnership Coordinator
nina.rama@womens-forum.com

Charlotte Measures
Project Manager
charlotte.measures@womens-forum.com

Finances & Administration

Arnaud Blanchet
Finances and Administration Officer
arnaud.blanchet@womens-forum.com

Women's Forum Asia

Marie Mangenot
Production Manager
marie.mangenot@womens-forum.com.cn

Sunny Chen
Office Manager
sunny.chen@womens-forum.com.cn