

**DIGITAL  
REPORT**

**2016**

**WOMEN'S FORUM  
GLOBAL  
MEETING. 16**

30 November 2016 - 2 December 2016



**WOMEN'S FORUM**

FOR THE ECONOMY & SOCIETY

Building the future with women's vision



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# PEOPLE AND ATMOSPHERE

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The Canada Delegation



Champagne Pommery corner



Alain Papiasse (BNP Paribas), Philippe Augier (Mayor of Deauville), Clara Gaynard, Jean Lemierre (BNP Paribas)



Biotypology corner



The Renault-Nissan Alliance delegation



The Bubbles Company



BPI France corner



Shiseido Group corner



The Philippines Delegation



The Book Shop



The Café



LafargeHolcim delegation



The Discovery Bars



The Documentation Centre





### **CLARA GAYMARD**

Executive President, Women's Forum for the Economy & Society

At the 2016 Women's Forum Global Meeting we looked at the sharing economy. Could we be on the threshold of some kind of Brave New Sharing World? That was the jumping-off point for our discussions. We paid particular attention to what women have to gain or lose in the bargain. The costs and the benefits. The advantages and the risks. The Women's Forum is nothing less than a platform for women who want to change the world. For this change to happen, we not only have to share. We have to care. We have to make this a more caring world. Healthy, educated and empowered women are at the core of a better society for all of us.



### **JACQUELINE FRANJOU**

CEO, Women's Forum for the Economy & Society

This year's Women's Forum Global Meeting took place in Deauville just a few weeks after the U.N. Climate Conference in Morocco. And it followed our first-ever Women's Forum Meeting in Mauritius last June, where we focused on the challenges of climate change for African countries and for Small Island Developing States. Taking action against climate change is not only a moral and ethical imperative. It is a matter of survival. And it is a struggle that puts women on the front lines. We must continue to demonstrate how the empowerment of women can unlock sustainable growth, which can in turn lead to lasting progress. Our future – for women, for all of us – depends on it.

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# CONNECTING YOUR PERSONAL BRAND & PURPOSE TO A COMPANY VISION

Workshop

Session leader:

**Melody Hossaini**

Founder & Director, InspirEngage International



Melody Hossaini

“When we are clearer about who we are, we can make better decisions about where we want to go,” said Melody Hossaini, whose UK-based social enterprise is committed to enabling individuals, particularly women and children, to be socially enterprising in everything they do.

We are entering the fourth industrial revolution, characterized by the fusion of contemporary automation, data exchange and manufacturing technologies. In this revolution, profit is being replaced with purpose, hierarchies with networks, controlling with empowering, planning with experimentation, and privacy with transparency. This upended workplace “is forcing us to re-evaluate our career paths. In this time of great change, we are all in search of a purpose,” Melody Hossaini said.

***“When we are clearer about who we are we can make better decisions about where we want to go.”***

Melody Hossaini

## Thriving in the fourth industrial revolution

Ten key skills to excelling in this new environment were mapped out by Melody Hossaini – skills that could never be replaced by a robot. They are, in order of importance, complex problem-solving, critical thinking, creativity, people management, co-ordinating with others, emotional intelligence, judgment and decision making, service orientation, negotiation, and cognitive flexibility.

She then led some 40 women (and one man) from around the globe through a series of tasks designed to identify the essence of their personal passion, values, traits and purpose and how these aligned with their professional pursuits. The key question is “What are you enabling the world to do better?” “The word purpose is a very abstract thing but it is becoming much more important to businesses,” Melody Hossaini added. “What it comes down to is your view of the world.”

Social entrepreneurship makes good business sense. “Millennials especially are more likely commit to their organization if they share its sense of purpose,” Melody Hossaini explained. Therefore, whether you are a Millennial just beginning your career, or a seasoned manager of Millennials, your purpose in life is increasingly woven into your career. “Identifying your personal purpose will help form the foundation for your future professional decisions,” she said. “It is about making people more productive and more happy.”

## KEY FIGURES

**40%** of social enterprise leaders are female, compared with **18%** of leaders of SMEs.

**11%** of social enterprise leaders are from minority ethnic backgrounds, compared with **7%** of leaders of SMEs.

*“In this time of great change, we are all in search of a purpose.”*

Melody Hossaini



*“Your passions are what you’d do for free on a Sunday morning.”*

Melody Hossaini



# REINVENTING ORGANIZATIONS: THE FREEDOM TO SET GOALS, FORM TEAMS, AND CREATE

Workshop

Session leaders:

**Armelle Carminati-Rabasse**

Chairman, Commission Innovation  
Sociale & Managériale, MEDEF (France)

**Marion Darrieutort**

CEO, Elan Edelman



Armelle Carminati-Rabasse, Marion Darrieutort

Armelle Carminati-Rabasse described the paradox facing many large corporations. They are more and more powerful, with unlimited ambitions, such as “we will cure death.” At the same time, they are extremely vulnerable in an intensely competitive world. Large companies have lost the ability to innovate when it comes to managing their internal organizations. As a result, work today is fragmented. “Employers want us to cut stone, but we can’t see the cathedral,” she said. The solution, she suggested, is to create a framework within which people can be free. Although organizations will continue to need governance, intent and leadership, creativity can be unleashed within a clear structure.

*“We have to reset ourselves and reshape our rules to embark people toward a purpose within a freedom framework.”*

Armelle Carminati-Rabasse

## Letting go of old ways

Marion Darrieutort created a start-up in 2008 that grew exponentially and merged with Edelman in 2015. When she became CEO of Elan Edelman France, she applied the same methods that had made her own company successful, namely “lots of committees, directors, meetings, processes and rules.” Within one year, the business was losing money and the employees were unhappy. Her team told her she had become a controlling, hyper-president, and she decided to take a leave of absence, telling them, “If I want to free my company I

have to give you the keys.” She travelled to India and spent six weeks at an ashram where she came to understand, among other things, the need to leave behind her past approach.

Upon her return, she took a radically new approach, doing away with the Executive Committee (ExComm), key performance indicators (KPIs), variable compensation and even job descriptions, so that all employees are on the same level. She

holds only one meeting now, the Monday meeting, which 12 people attend. She also created a Shadow ExComm comprised of Millennials who she asks to give their honest, unfiltered feedback on strategic ideas. Marion Darrieutort openly takes the afternoon off to be with her son or to meditate, and other employees feel emboldened to do the same. The company is back to growth. If smiling can be considered a KPI, visitors from the global office remarked that now everyone is smiling.

Marion Darrieutort hoped the delegates would learn from her mistakes and emphasized the need to question oneself. “Is this the life you want? What books don’t tell you is this: You have to start with yourself.”

***“With the digital world, information flows have never been bigger and real conversations have never been smaller.”***

Armelle Carminati-Rabasse

***“Freedom within a framework allows you to develop – you don’t need a lot of rules but you need the best rules.”***

Marion Darrieurtort

***“To free your company, you have to free yourself. Your team will see you change, and they will change too.”***

Marion Darrieurtort



Armelle Carminati-Rabasse



Marion Darrieurtort



Armelle Carminati-Rabasse

# WOMEN AND MEN: FILM SCREENING AND CONVERSATION WITH THE DIRECTOR, FRÉDÉRIQUE BEDOS

Workshop

Speaker:

**Frédérique Bedos**

Documentary filmmaker and Founder,  
Le Projet Imagine-The Humble Heroes



Frédérique Bedos

Many powerful women's voices espousing the overall benefits of greater gender parity were brought together by documentary maker Frédérique Bedos in her film *Women and Men*, produced by her NGO, Le Projet Imagine-The Humble Heroes.

Inspired by statements from the UN in 2014 that lives of women were becoming harder worldwide, Frédérique Bedos termed her film "hope journalism." While it was not made to push a good news agenda, she wanted it to inspire action and positive feeling.

In the film, against a background of both archival footage and international reporting, women leaders in politics, journalism, defence and religion spoke about the positive change that would occur if more women were in positions of power, not only for women but for everyone.

*"Everything is going so fast in the world around us. Yet on this question of women's rights and their autonomy, everything is moving slowly."*

Frédérique Bedos

The world of agriculture is one area where granting women more power can have a positive impact. The proportion of their salary that women spend on food is generally higher than that of men, Marcela Villarreal of the UN Food and Agriculture Organization explained to Frédérique Bedos in the film. However, they have far less access to methods of agricultural production, from land rights to high-tech farm equipment.

"We believe that more than 100 million people would be lifted out of hunger if women had the same access to methods of agricultural production as men," Marcela Villarreal concluded.

## A global task

Experts from India, China and Africa spoke movingly in the film about the necessity for greater gender parity in their own countries, stressing the impact that more women in positions of power would have on birth statistics.

"In India there is a genocide of foetuses going on," Rama Mani of the University of Oxford's Centre for International Studies explained in the film, with male babies being overwhelming favoured. There are currently 37 more million men than women in India, she said, creating a disequilibrium in society.

The film is being distributed by Le Projet Imagine-The Humble Heroes, and Frédérique Bedos expressed her hope for it to inspire as many people as possible.

"Our films are really public property," she said.



Frédérique Bedos

*“This world is ours. If we want a better world, it’s for you and me to do it.”*

Frédérique Bedos

## KEY FIGURES

Women constitute **70%** of the world’s poor.

Women are responsible for **43%** of agricultural labour in the developing world.

**1,500** babies are abandoned in the streets of Khartoum every year.



# OUR FUTURE IN EUROPE

Workshop

Session leader:

**Julia Harrison**

Senior Managing Partner, FTI Consulting



Julia Harrison

Can the European Union survive? The EU faces major, interconnected challenges: rising populism and protectionism, migration pressures, economic difficulties, and increasing isolationism and anti-globalization sentiment. The UK's decision to leave the EU is one manifestation of these issues.

Working in small groups, delegates shared their conclusions on the implications of Brexit and how to strengthen the EU. To ease Brexit negotiations and dissuade other countries from leaving the EU, schools, the media and political leaders should educate people on the EU's role and importance, and explain how membership can benefit individual and collective interests. Young people should be encouraged to vote; they are more likely than their elders to be pro-European and to value free movement across Europe.

Referendums about specific issues at the European level can make people feel more involved in the EU. Furthermore, a delegate said, "EU enlargement may have gone too far and too fast," and one way to go forward is to consider different levels of integration and participation. EU institutions should have more power and transparency, and also streamline their bureaucracy. In both politics and business, leadership is crucial: the EU, at a turning point, needs progressive and inspirational leaders who believe in Europe.

## The end of a paradigm

Brexit and other issues facing the EU show the impact of economic decline. "We're seeing the end of a paradigm, the end of neoliberalism and globalization," said Joséphine Goube of Techfugees. "We need to reinvent that paradigm." She continued, "What's really shocking about this is that it was surprising to a lot of people, that they didn't see it coming."

Without economic growth, EU unity will remain difficult. To boost growth, it may be necessary to stop austerity programmes, ease regulations and embark on investment projects to create tomorrow's added value. It is also necessary to strictly control non-productive expenses. Innovation is crucial to ensure EU competitiveness, but it is hampered by protectionism, inadequate access to capital and cultural factors such as the unwillingness to take risks. Diversity and creativity are linked, and both should be encouraged.

"With the uncertainty and challenges we are all facing, it would be very easy to have a feeling of gloom and doom," said Julia Harrison. "What's interesting is the opportunity and potential people see in learning from what's going on at the moment, in learning from Brexit and from other political situations."



*“What’s interesting is the opportunity and potential people see in learning from what’s going on at the moment, in learning from Brexit and from other political situations.”*

Julia Harrison

*“We’re seeing the end of a paradigm, the end of neoliberalism and globalization.”*

Joséphine Goube



# WOMEN'S FORUM GLOBAL MEETING: OFFICIAL WELCOME

Short plenary session

MC:

**Gillian Martin Mehers**

Founder and Director, Bright Green Learning

Speaker:

**Clara Gaymard**

Executive President,  
Women's Forum for the Economy & Society



Clara Gaymard set the stage for the Women's Forum Global Meeting by outlining the uncertainty of today's world and focusing on the promising yet uncertain future of the sharing economy, the central theme of this year's event.

Making an analogy with Alice in Wonderland, she said, "I am fascinated. It is so amazing, but it is also terrifying. There are so many opportunities due to the digital world. But I am terrified because I don't know where we will go."

*"There are so many opportunities due to the digital world. But I am terrified because I don't know where we will go."*

Clara Gaymard

## The shape we are in

"The world is in bad shape," Clara Gaymard said, citing conflicts, rising protectionism, new forms of slavery, and other indicators. "Women are on the frontlines. Women can lose their lives just because they are women." She went on to quote the writer Margaret Atwood: "Men are afraid that women will laugh at them. Women are afraid that men will kill them."

## Let's get together

Into that context steps the emergence of the sharing economy. Clara Gaymard recalled how as a girl she called things by their names: a car was a car, a book was a book, and travelling was travelling. Old nouns and verbs are being replaced by brand names. You "Google" for information or "Uber" yourself across town.

Meanwhile consumers are being replaced by "users" and "partners." In a society where people often refuse to talk to strangers, they are sleeping in their beds (for example, Airbnb) and taking long-haul trips in their vehicles (for example, BlaBlaCar), all while refraining from speaking with the neighbours. "We have to overcome our fear of talking to strangers and open our hearts and our minds," she said.

Clara Gaymard also stressed the need to take stock of what women have to win and lose from the digital economy. "Poverty and inequality will always be there," she noted.



Clara Gaymard

*“We have to overcome our fear of talking to strangers and open our hearts and our minds.”*

Clara Gaymard

## KEY FIGURES

**1,300** delegates attended the 2016 Global Meeting in Deauville.

**45%** came from outside France.

**65%** were attending for the first time.

There are **2** Special Delegations: Canada and the Philippines.

After France, the biggest delegations came from the United States (**67**), the United Kingdom (**51**), Switzerland (**39**) and Mexico (**30**).



Gillian Martin Mehers

[More about this session](#)

[Press Report](#)

[Photos](#)

# A SHARING ECONOMY?

Plenary session

Moderator:

**Shellie Karabell**

Contributor, Forbes.com

Speakers:

**Denis Duverne**

Chairman of the Board of Directors, AXA

**Giana M. Eckhardt**

Professor of Marketing, Royal Holloway,  
University of London

**Monique F. Leroux**

President of the International Co-operative  
Alliance, Chair of the Board of Directors  
of Investissement Québec and Chair  
of the Advisory Board on Economy  
and Innovation for the Government of Quebec

**Benita Matofska**

Founder and Chief Sharer, The People Who Share



The sharing economy is growing at an enormous rate, expanding faster than Google and Yahoo combined, delegates heard. But the concept can be easily misunderstood. The sharing economy is not fundamentally about sharing, although sharing may be part of it; it is more about a new form of accessing goods of all types – economic, social or environmental.

“We are talking of creating a new paradigm. Ultimately, it is about building a sustainable economy that puts people at its heart,” said Benita Matofska. Recent political events, including the result of the 2016 US presidential election, were a sign that people were unhappy with the status quo and were looking for a different way of doing things. “From this perspective, the sharing economy is an opportunity to create a better society,” she added.

Giana M. Eckhardt said she preferred to speak of an “accessing” rather than a sharing economy. Consumers are looking for ways to access goods and services without the burden of ownership; but this does not necessarily mean sharing. Sharing often involves reciprocal obligations, such as bringing a bottle of wine to a dinner party. The Couchsurfing network has been presented as an example of the sharing economy in its purest state. But the approach there is changing because consumers are looking for guarantees that the person using the couch can be trusted. Uber, the transportation network, provides

public ratings of its drivers to make passengers feel more secure. But there are also dangers in the ratings system. Consumers can rely on them too heavily. On Uber, men drivers systematically get higher ratings than women, for example, Giana M. Eckhardt said.

## Central theme

The 2016 Women’s Forum Global Meeting took the sharing economy as its central theme and looked at the implications of the trend for traditionally organized sectors and industries and for how we work as well as consume.

Monique F. Leroux said she welcomed the development of the sharing economy, although it was important that the value created should be shared out better between participants. The cooperative model, which is member-based not capital-based, could offer lessons. Under this model, “you can share the benefits of the value created,” she said. The sharing economy also posed a challenge for cooperatives, which could be too parochial, while the reach of the sharing economy was increasingly global.

The sharing economy also sets serious questions for the insurance industry, said Denis Duverne. Through so-called peer-to-peer insurance, communities of people facing the same sort of risks could pool resources to form an insurance safety net. But while such approaches might work well for local issues, such as fires, they could not protect against wider-

ranging events such as hurricanes, he added. Overall, the insurance industry was acting as an enabler of the sharing economy. “We see ourselves as ideal partners. It is more of an opportunity than a threat.”

### Lifestyle choice

Benita Matofska urged delegates to experience the sharing economy. Gaining experience of using the sharing economy was a way to build trust in it, she said. The sharing economy is about connecting humans, about creating a sense of community. “Experience it and you will see how it brings new levels of trust,” she said. “It is about lifestyle choices. Any business can adopt its model and benefit. Traditional businesses are having to up their game,” she added.

## KEY FIGURES

**28%** of people around the world are participating in the sharing economy.

The cooperative movement has **1 billion** members and users and **250 million** jobs are associated with cooperatives. Cooperatives have a combined annual turnover of **USD 3 trillion**.

*“Our potential to share is unlimited. What is wrong with the world is a shortage of sharing. If you can unleash it, you can create a better world.”*

Benita Matofska



*“Consumers prefer some form of market mediation.”*

Giana M. Eckhardt



*“Insurance is probably the oldest form of sharing economy.”*

Denis Duverne



*“I see the sharing economy as very positive overall. It has opened up new ways of doing business and eliminated unnecessary intermediaries.”*

Monique F. Leroux



# BUSINESS IN SOCIETY: CONTRIBUTING TO CREATE SOCIAL VALUE

Plenary session

Moderator:

**Barbara Stewart**

Global Researcher & author, *Rich Thinking series*

Keynote interviews:

**Michel Landel**

CEO, Director and Chairman of the Executive Committee, Sodexo

**Anne C. Beal**

Chief Patient Officer, Sanofi



Global corporations like Sodexo, a provider of quality-of-life services, and Sanofi, a pharmaceutical corporation, may be giants, but they have the power to impact people's everyday lives at a basic level and create social value for communities and their own employees.

For Michel Landel, creating social value "starts with the conviction that if you create a moment of wellness in people's life, it has an impact on the performance of the organization in which these people interact or work." Sodexo may have 425,000 employees in 80 countries worldwide, but it operates at the local level and participates in the development of the local communities by creating jobs and providing training. The company's supply-chain programme is committed to spending USD 1 billion on helping 5,000 small and medium-sized enterprises that are potential suppliers, at least 2,000 of them managed by women.

## Gender balance equals improved performance

Over half of Sodexo employees are women, and the company has been proactive in proving the importance of gender balance in the workplace. In a study called Gender-Balanced Teams Linked to Better Business Performance, it showed that gender balance in the 40-60% range improved engagement, brand awareness (5% higher for gender-balanced teams), organic growth (12% higher) and gross profit (23% higher). "As the 19th-largest employer in the world, we have a huge responsibility to grow people,"


said Michel Landel. "It is the essence and purpose of Sodexo. We are a kind of social elevator."

Sanofi's business, healthcare, touches nearly everyone at some point in their lives. A pharmaceutical company must communicate not only with scientists, doctors and payers, but also – and most importantly – with patients, said Anne C. Beal. "More and more, it is the patient who is making decisions as to what product to use or not use and what outcomes matter to them," she added. "The whole ethos behind the focus on the patient is really understanding the patient as a key customer for use of our products."

## Patient-centric approach

For Sanofi, that means a patient-centric approach and a transparent partnership with patients. Today, with people dying more from chronic diseases than from infectious diseases as they did a century ago, patients have much more control over factors that affect their condition, such as diet and lifestyle. Patients need to understand their condition, and professionals need to listen to them to find out what outcomes they want.


Rather than focusing on technology and better, faster drugs, the focus today should be on prevention. "What is the business model for broad-based prevention?" asked Anne C. Beal. "We want people to age well and happily, but we're not sure how to do it."



*"Sodexo is a kind of social elevator."*

*"We are a people company serving 75 million people every day around the world. We have to mirror the society we serve."*

Michel Landel



*"Good technology touches people; it is not just a technical solution."*

*"In healthcare, the answer lies not in better, faster drugs but in prevention."*

Anne C. Beal

## KEY FIGURES

Gender-balanced Sodexo teams had **23%** higher gross profit than non-gender-balanced ones. (source: *Gender-Balanced Teams Linked to Better Business Performance: A Sodexo Study*)

Women in the United States make **80%** of healthcare decisions. (source: U.S. Department of Labor)

# FINANCIAL SERVICES MEET THE SHARING ECONOMY

Plenary session

Moderator:

**Nicola Clark**

Journalist

Speakers:

**Christine Farnish**

Chair, Peer-to-Peer Finance Association

**Jean Lemierre**

Chairman, BNP Paribas

**Fanny Letier**

Executive Director, Small and mid-caps; SME and mid-caps accelerator programmes, Bpifrance, and 2016 Global Meeting Rising Talent



Unknown a decade ago, crowdfunding, P2P finance, digital currencies and online financial management services have shaken up the way borrowers can gain access to capital. Fintech start-ups have taken advantage of the loss of faith in traditional banking that followed the financial crisis of 2008. But questions remain, particularly over regulation and data protection, as the market continues to grow.

Many of the sharing-based companies are on the cusp of becoming mainstream, noted Nicola Clark, posing the question of whether the incumbent banks were ready meet the challenge presented by alternative finance.

New technology is good for innovation and efficiency, said Jean Lemierre, and it provides both opportunity and competition. "It is an opportunity to better serve the customer, and it allows new forms of transactions and services," he said. The competition is welcome too, because it is the only way to bring good services to people. However, it presents a policy challenge around the security of transactions and personal data. "Banking is based on trust, which is absolutely key," noted Jean Lemierre.

"We should be positive about new technologies, but people are frightened when we speak about robots and job destruction," added Jean Lemierre. It is important to meet the challenge of putting together the two worlds of automation and human customer

service and expertise. "The main challenge for the banks is how to maintain a connection to the real economy and consumer needs," said Fanny Letier.

## Regulation a subject of debate

In the UK, the alternative finance market is in its infancy and is self-regulated. The Financial Conduct Authority (FCA) has now incorporated many of those rules and gone further, a step applauded by Christine Farnish. But she warned that as the sector matures, the regulators will have to change the way they work. They will have to understand issues in real-time, not rely on a six-month review. "If they don't they will miss it," said Christine Farnish. Some of the incumbent banks think that the fintech sector should be regulated in the same way as banks are, but Christine Farnish disputed this. The fintech sector is recirculating money that already exists, whereas the banks play a key part in the creation of money and hence are heavily regulated.

## Customer service a key driver

Customers like choice and value for money, good customer service and quick answers to loan requests, all things that the new low-cost, nimble, user-friendly alternative finance platforms are good at providing. "We are living our lives under pressure and we need responsive, flexible financial services which are the petrol in the engine of life," said Christine Farnish. The retail side of banks has suffered from a lack of investment, and is very creaky as a result, said



Christine Farnish. There is room for improvement in their service and in the charges they make. Women too have been less well served by traditional lenders, with female entrepreneurs more used to being turned down when applying for business loans, added Christine Farnish. “If banks do not modernize others will take their place,” said Fanny Letier.

A consequence of fintech has been that women are finding it easier to raise finance. Applications are assessed on merit based on objective data. “The platforms are neutral on gender,” said Christine Farnish, “and that’s a good thing.”

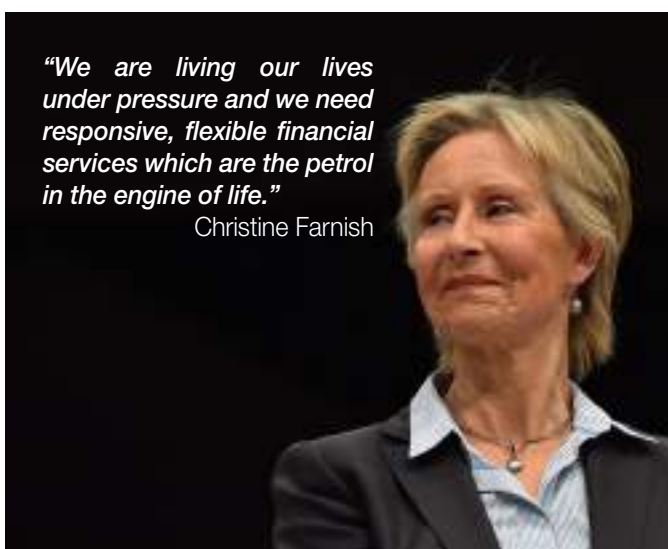
## KEY FIGURES

Only **33%** of Kickstarter projects were headed by women. (source: Hebrew University of Jerusalem study, 2014)

The alternative finance market in Europe was worth **EUR 3 billion** in 2014, with the UK alone accounting for **EUR 2.4 billion**.

**Some USD 50 billion** has been invested in over **3,000** fintech companies since 2010. In 2015 alone, **USD 22 billion** was invested.

In 2015 existing banks invested just **USD 5 billion** in external fintech, but are investing **USD 50-70 billion** in internal fintech systems.



# WHAT THE SHARING ECONOMY LOOKS LIKE OUTSIDE EUROPE AND NORTH AMERICA

Breakout session

Moderator:

**Elena Giroli**

UK connector, Ouishare

Speakers:

**Arianne David**

Co-founder and Head of Values & Culture, OLX

**Alba Medina**

Entrepreneur and Investor,  
and Rising Talent alumna

**Kayli Vee Levitan**

Co-founder, The Street Store, and Creative Group  
Head/Copywriter, M&C Saatchi Abel



Elena Giroli, Alba Medina, Arianne David, Kayli Vee Levitan

The sharing economy is much bigger than many people realise, noted Elena Giroli. It is also beginning to have an enormous impact throughout the world, both in wealthy and developing countries. While Airbnb may come to mind first as a powerful example of this relatively new phenomenon, the sharing economy embraces varied initiatives ranging from street stalls selling second-hand clothes to the temporary renting of social spaces for offices and other uses.

For South African Kayli Vee Levitan, her approach was to make use of the exceptional talent harboured by the advertising industry to come up with long-term and sustainable projects, notably The Street Store. Founded in January 2014, the concept now exists in places as far-flung as Mexico City and Vancouver to London, Kuala Lumpur and Berlin. “We wanted to do a project that would bring the ‘haves’ and ‘have-nots’ together,” she said. It allows people with clothing to donate and those who have nothing to receive in a dignified manner. Overall the sharing economy boils down fostering connection. “People want to help, but many don’t know how,” noted Kayli Vee Levitan.

## Creating a space for trust

Arianne David started OLX, a similar initiative in the Philippines that enables people to exchange used goods. “But people are suspicious of what they don’t know so it takes time for them to trust those who are selling things online,” she explained. “There is a fear that unless you know someone you have met face to face, you can’t really trust them.” So it is a matter of helping people by building up what you are doing into a household name through social media and other means. “You have to help create a sense of trust,” explained Arianne David.

It was also a learning process for Alba Medina, who started her business in Mexico with an equal partner. “We decided that if Airbnb could rent sleeping spaces then why not temporary office spaces?” she said. For example, if you go to Spain for the weekend, you can rent your place or garden or even BBQ space to someone who may require a workspace for several hours, she explained. But people find it difficult to locate such a broker. “So we connect thousands of users and providers,” Alba Medina said.

*“The sharing economy can expand the GDP potential of an entire region. It does not mean that one person will get rich, but a lot of people can make money.”*

Alba Medina



*“The key is making such initiatives open-source. Our website is now available in 26 different languages.”*

Kayli Vee Levitan



*“We are not economists, so we’re not talking about percentages, but personal narratives and story-telling provide a far better picture of what and why people are doing things.”*

Elena Giroli

## KEY FIGURES

The sharing economy is now worth **USD 335 billion** worldwide.

# EMPOWERING WOMEN ENTREPRENEURS TO TAKE RISKS

Breakout session

Hosted by AXA

Speakers:

**Henriette Kolb**

Head of the Gender Secretariat, IFC

**Dawn Miller**

President & CEO, AXA Insurance Company US



Dawn Miller, Henriette Kolb

What does it take for women entrepreneurs to succeed? Particularly in emerging economies, women face specific challenges in setting up and developing their businesses. They have less access to finance, which is tied to collateral. “The credit gap for women entrepreneurs in emerging markets alone is USD 285 billion,” said Henriette Kolb. The digital divide also limits business activities: women are 25% less likely to use the Internet, and they are less likely to own or use cell phones.

Cultural norms play a role in women entrepreneurs’ success, as does a country’s legal environment. More than 100 countries have at least 10 legal restrictions against women’s activities; these include bans against women working at night and part-time, and in certain industries. A favourable legislative environment, on the other hand, can help close the gender gap. There is also a huge gap in terms of caregiving; globally, women tend to shoulder three times the amount of care that men do. In some countries, such as those in South Asia, women are 10 times more involved in giving care. More time spent caregiving means less time for setting up and running a business. Furthermore, 35% of women globally face sexual harassment or gender-based violence.

## Closing the gap

The IFC – the World Bank’s private sector arm – and AXA are working together to help women entrepreneurs get the help and protection they need. A first step was to collect data on women’s insurance needs and to quantify the potential market. A report they produced last year, *SheforShield: Insure Women to Better Protect All*, found that by 2030, women could bring USD 1.7 trillion to the insurance industry, with 50% of that growth coming from 10 emerging markets alone.

“One-third of the small and medium-sized enterprises globally are owned by women,” said Dawn Miller, adding that women-owned businesses are growing twice as fast as men’s. In many countries, women entrepreneurs have been highly successful in financial services, for example, because they establish trust and a long-term relationship with their clients. Dawn Miller pointed out that insurance can help women entrepreneurs succeed by covering building or equipment breakdown, legal liabilities, cyber attacks, operational risks, and many other factors that are critical to a company’s failure or success. Women are risk-aware, not risk-averse. “We empower them to be financially independent and to have a better experience in their businesses going forward,” said Dawn Miller.

*"The credit gap for women entrepreneurs in emerging markets alone is USD 285 billion."*

Henriette Kolb



*"One-third of the small and medium-sized enterprises globally are owned by women."*

Dawn Miller



## KEY FIGURES

By 2030, women could bring **USD 1.7 trillion** to the insurance industry, with **50%** of that growth coming from **10** emerging markets alone.

More than **100** countries have at least **10** legal restrictions against women's activities.

# INVESTING FOR HUMAN AND NATURAL RESILIENCE

Breakout session

Moderator:

**Liz Zeidler**

Chair, Bristol Green Capital Partnership  
and Founding Director, Happy City

Speaker:

**Michael Kramer**

Founder, Natural Investments, and Co-author,  
*The Resilient Investor: A Plan for Your Life,  
Not Just Your Money*



Liz Zeidler, Michael Kramer

The risks that caused the financial crisis in 2008 are still there, and if we do not change we will undergo the same crises repeatedly, said Michael Kramer. We need to adopt resilience strategies – strategies that not only enable us to cope with economic, social or environmental shocks, but also to bounce back in better shape afterwards, he said..

Investment strategy thinking is limited to equities and bonds. “We have narrowed life down too much. We don’t define our lives by our gross household product. It shuns so much of what we are,” noted Michael Kramer. People spend too much time investing in financial capital rather than in our biggest asset, human capital.

Resilience investment strategies look beyond such narrow confines. The investments we make in our personal lives, such as in family and health, our choices in career and lifestyle, and our attempts to better ourselves through learning have a direct effect on the kind of world we live in. The decisions we take about the energy we consume, or the companies whose products we buy have consequences both close to home and globally.

## Investing with purpose

The direction the world is taking can be changed by moving from a transaction-based to a relationship-based economy. Investing locally – be that in time, energy or money – gives people the sharing connection they seek. “The sharing economy is about investing in love,” added Michael Kramer.

People feel a sense of personal empowerment when the provision of goods and services is decentralized, be that the provision of energy, or buying locally produced food. It is contagious: people want to decide their own fate, he explained.

The world is in a volatile, uncertain, complex and ambiguous state. There is a movement towards wanting to fix problems and to feel useful. Michael Kramer noted that the tangible choices we make, the way people shop, invest and bank, for example, provide an opportunity to steer the path of humanity.

Investment is something that we all do all the time. We are investing our time, energy and money to bring our dreams to fruition. Change can be effected by reflecting the values people hold into their financial investments. It means supporting companies that are helping deliver the green economy or putting women and minorities into positions of power, and not those that exploit for short-term shareholder value.

*"We have narrowed life down too much. We don't define our lives by our gross household product. It shuns so much of what we are."*

Michael Kramer



Liz Zeidler



*"The sharing economy is about investing in love."*

Michael Kramer

*"Apathy is the enemy of the public good."*

Michael Kramer

*"Sustainability is great, but it is not enough. Resilience has a different way of being ready for any possible future."*

Michael Kramer

# PRACTISING THE COMMUNITY-BASED NEW ECONOMY

Breakout session

Moderator:

**Emelia Arthur**

Advisor to the President of Ghana

Speaker:

**Juliet Schor**

Professor of Sociology, Boston College



Juliet Schor, Emelia Arthur

How can we live better while balancing our production and consumption with the environment? Juliet Schor addressed the differences between the new community-based economy and more traditional systems amid lively discussion about how businesses can adapt to the new sharing paradigm. The term “new economy” covers many phenomena, Juliet Schor said, though she loosely defined it as a set of typically small-scale initiatives that focus on issues of sustainability, mostly in consumption sectors such as energy, food, or transportation.

## **A cosmetic or essential difference?**

While there are non-profit sectors of the new economy, such as open source platforms, discussion focused on its commercial side. Is business not just business, moderator Emelia Arthur asked, whether it focuses on sharing or not?

Although providers of many new economy services started their initiatives with a rhetoric of common good, claiming to encourage sociability, be green and provide a more efficient, intense use of assets, they are now converging towards “business as usual.” Their users, however, remain more committed to the original aims.

Juliet Schor noted that the new economy offers a more empowered process, because much of it takes place on a small scale; digital technologies allow small businesses to become highly productive global agents. She cited the Canadian stock photography co-op Stocksy as one such example.

## **An economy of risk**

“The sharing economy came up in the context of consumption,” Juliet Schor said, pointing to a huge change in consumer culture. People are becoming less risk averse and more interested in non-branded products, she said.

Olga Filippova, the Managing Director of Infiniti Car, wanted to know how big companies could adapt to the sharing economy. Apart from copying the technology used by many sharing services, Juliet Schor said they could not, almost by definition. “A hotel will not turn into an Airbnb,” she said. “However, what a hotel offers, it guarantees a certain level of risk. Brands are risk minimizers. People take on a lot more risk with sharing, but there will be a lot more bad apples in time.”

Ultimately the sharing economy has its limits too.



*“An economy in which people are more empowered is a better economy.”*

Juliet Schor

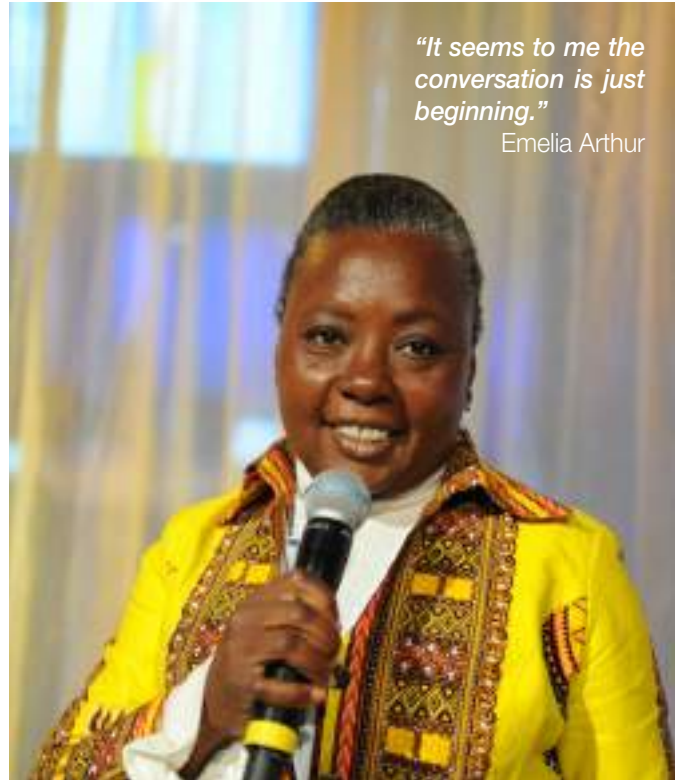
*“There are many platforms in the new economy, but only two have gotten big, Uber and Airbnb.”*

Juliet Schor



*“It seems to me the conversation is just beginning.”*

Emelia Arthur



Juliet Schor, Emelia Arthur

# THE PHILIPPINES DELEGATION

*Initiative*

*[Click here for the list of members of the Philippines Delegation](#)*

Gender equality has a long history in the Philippines. In pre-colonial times, women could inherit property and they played very powerful roles in society. Women's rights suffered more with the arrival of Spanish colonisation in the 16th century, and improved under the United States' occupation of the Philippines in the early 20th century, when women were allowed access to higher education. But it wasn't until the country's independence in 1946 that Filipino women regained their traditional roles as equals within the household.

For the past five years the World Economic Forum (WEF) has named the Philippines the most gender equal nation in Asia, as well as one of only two developing economies in the world to make its top ten list for gender equality. The WEF's findings are in part based on statistics that show Filipino women hold the majority of jobs in the legislative, top official and managerial occupational category.

Another recent study shows that 39 percent of senior business roles in the Philippines are held by women. (Globally, women hold only a quarter of top management positions.)

At the same time, women's progress in the Philippines is far from a foregone conclusion, especially when gender-based violence is taken into account. One in ten Filipino women between the ages of 15 and 49 have had a forced sexual encounter, and more than one-third (37 percent) have experienced domestic violence, according to reports by the Philippine Commission on Women (PCW), the lead government agency for women's advocacy and empowerment.

The Women's Forum for the Economy & Society was delighted to host the Philippines Delegation in 2016, with a pre-programme and privileged access to sessions, events and activities throughout the 2016 Women's Forum Global Meeting in Deauville.



The Philippines Delegation in its corner

# THE CANADA DELEGATION

## Initiative

[Click here for the list of members of the Canada Delegation](#)

There has never been a more appropriate moment for the Women's Forum for the Economy & Society to honour Canada, a country with a long-standing tradition of co-operatives, a vibrant collaborative consumption movement, and liberal internationalism, a tradition now being renewed by the present government. In 2015 Canada saw the swearing in of Liberal Prime Minister Justin Trudeau and, consequently, the first-ever gender-balanced cabinet in the country's history. When asked by a journalist why gender parity was so important to him, Prime Minister Trudeau simply answered, *"because it's 2015."*

The exclusive agenda for the Canada Delegation included a pre-programme in Paris composed of special meetings with government representatives, corporate, media and international VIPs as well as cultural activities. Members of the Canada Delegation were present throughout the 2016 Women's Forum Global Meeting and had the opportunity to meet and

engage with thought-leaders from around the world while sharing insight on what makes Canada stand out as a global role model for removing gender-based disparity.



The Canada Delegation in its corner



CEO Champions is an Initiative launched in 2010 by the Women’s Forum for the Economy & Society, designed to drive progress and accountability for women’s advancement in the private and public sectors. The peer-to-peer network presents an opportunity for CEOs to underscore their organization’s commitment to women’s advancement as well as taking a strong leadership role in the broader global economy and society. CEO Champions members are active, highly committed participants who track and drive measurable progress around women’s advancement through on-record mutual commitments and accountability.

At the inaugural edition of CEO Champions in 2010, 23 CEOs, 13 of them men, were present. Since then, CEO Champions events have taken place concurrently with Women’s Forum Meetings in Brazil, Deauville, Myanmar, Dubai, Mexico and Mauritius. More than 200 C-level global leaders have participated in these CEO Champions meetings, representing more than 180 corporations and organizations, creating an international community of CEOs committed to gender balance.

The annual closed-door meeting of CEO Champions at the Women’s Forum Global Meeting, in partnership with McKinsey & Company, and Shiseido Group and with the support of the 30% Club and the OECD, took place Wednesday 30 November 2016. Discussions focused on “Re-inventing the workplace to unlock the gender diversity potential” and looking at strategies for bringing men into the discussion.

**What makes CEO Champions unique?**

**Global reach:** The CEO Champions initiative brings together the heads of international corporations in a peer group focused on women’s empowerment in corporations and organizations. The CEO Champions meet at least twice a year, during the annual Women’s Forum Global Meeting and in Brazil, as well as during other Women’s Forum Meetings.

**Multi-layered approach:** Now in its sixth year, the CEO Champions Initiative is a pioneer as a high-level international platform that advocates for the inclusion of both men and women at the leadership level in the private as well as the public sector.

**Action-oriented:** CEO Champions goes beyond information-sharing around best practices. It is a peer-to-peer network with active, highly committed participants. It is designed to track and drive measurable progress around women’s advancement through on-record mutual commitments and accountability.



Mary Goudie



Lucia Baldino, Nathalie Pilon



The CEO Champions group convenes at the 2016 Women's Forum Global Meeting in Deauville.



Sandra Sancier-Sultan, Denis Duverne, Nathalie Helloin-Kamel



Jostein Solheim, Olivier Fleuret



Louis Desazars



Patty Hajdu

## CEO CHAMPIONS PEER-PEER MEETING

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Alejandro Cardoso

Started as an informal club of business leaders who shared the goal of gender diversity, the CEO Champions Initiative has expanded considerably through the efforts of the Women's Forum at Meetings in places such as Brazil, Myanmar, Dubai and Mexico City.

Held under Chatham House Rules, this off-the-record session focused on brainstorming discussions designed to help answer two main questions: (1) How can the CEO make a difference and build commitment at all levels of the organization, including from men? and (2) How can we evolve the performance and leadership models to build a more diverse and inclusive place of work?

As an introduction to the debate, there was a presentation about a recent study by McKinsey and Company about gender diversity in the workplace, with a special focus on Western Europe. The report estimated that the collective GDP of western Europe would receive a boost of \$2.1 trillion if gender diversity were achieved.

The report found three main factors for gender inequality and subsequent economic underperformance: (1) low participation of women in the job market; (2) greater numbers of women working part-time; and (3) fewer women in high productivity sectors of the economy.

Companies that have made progress share three elements: (1) they have been at it for a while, with efforts going back at least three and a-half years; (2) commitment from the CEO; and (3) a holistic approach with a clear "change story."

Separate discussions were held around individual tables, with one member of each group reporting back at the end. In general, the rapporteurs did not distinguish between the two above-mentioned questions in their presentations to the larger group. As might have been expected, many groups came up with similar ideas. Here is a consensus of some of the main points:

- **From CEO commitment to institutionalization**
  - The CEO needs to be personally committed, and he/she needs to make it clear to the rest of the organization that gender diversity is a priority. This personal commitment must be instilled throughout the company so that it will outlast the mandate of any single individual. Encourage "enablers" and "sponsors" who can push the agenda at different levels of the firm.
- **Make the business case** – Studies have shown that diversity leads to an improved bottom line. Make sure top leaders know those numbers. "This is a business issue, not a gender issue," one person said.

- **Measure, evaluate and reward** – Devise and set measurable targets, track progress, and include them as part of employee evaluations.
- **Long-term over short-term** – Encourage a focus on the long-term. Short-term goals could engender stop-gap measures that may prove ineffective in the long run.
- **Personal development** – Mentoring, training, reverse mentoring, unconscious bias and “de-biasing” courses, etc.
- **Diversity in Leadership Styles** – Different people manage in different ways. Encourage this diversity in recruitment, promotion and retention programmes.
- **Diversity in human resources** – Short-lists for hiring and promotion should be balanced in terms of diversity.
- **Women’s Networks** – Encourage them, but also recruit men to participate.
- **Quotas for corporate boards** – There did not seem to be a consensus for or against this idea.
- **Daughters of CEOs** – Use the daughters of CEOs as allies to help convince their fathers to do the right thing.
- **Address the concerns of men** – Studies show that men resist gender diversity for three main reasons: fear, ignorance and apathy. Develop convincing arguments to address each of these points.
- **Maternity/Paternity leave** – Make it available for both men and women. If the CEO sets the tone by taking time off for his kids, it can help remove the stigma for other men.



Clara Gaymard, Mayra González

## KEY FIGURES

Gender diversity would boost the collective GDP of Western Europe by **\$2.1 trillion**.

Women do **55%** more unpaid care work than men.

Women represent **22%** of the members of corporate boards and **17%** of the seat on executive committees.



# HOW TO BRING MORE WOMEN TO THE SCI-TECH WORKFORCE?

Discovery session

Hosted by the partners of The Lab

Moderator:

**Sophie Gourmelen**

Managing Director, Le Parisien

Introduced by:

**Nina Miolane**

PhD Candidate at INRIA and Stanford University;  
L'Oréal-UNESCO 2016 Fellow

Speakers:

**Stefanie Daehne**

Refinery Manager, Fos-sur-Mer, ExxonMobil

**Bénédicte Javelot**

Chief Strategy Officer, Orange Group

**Catherine Ladousse**

Executive Director communications EMEA, Lenovo  
and President, Association Cercle InterElles

**Tanja Vainio**

Managing Director, ABB Czech Rep



While some progress has been made in bringing more women into the workforce in science and technology industries, it is happening slowly. Fewer than 20% of board members in these industries are women. Five women working in the fields of science and technology shared their experiences of working in male-dominated industries, discussing the barriers for companies to attracting more women and what their companies are doing to bring more balance.

Some 20-25% of the workforce in the science and technology sector are women, Catherine Ladousse noted, adding that that the figure is even lower for technical roles, at around 15%. Companies are working to try to improve the level of female participation but the low numbers of women studying in these fields is preventing progress.

Women working in these industries can feel alone. "I've been told you've got the job but you've got to wait a couple of weeks before you can move into your office because we have to build a female toilet," recalled Stefanie Daehne.

## Diversity of voices

Women's voices are important for these industries and the speakers encouraged women to stay true to themselves. "I think what is important in this environment is that you stay female," said Tanja Vainio. "If you become another male and you start to think the way they think and you start to mimic male behaviour, then you lose the advantage of diversity."

It is important to have a diverse team, and placing women in senior positions can help achieve this. Bénédicte Javelot said that her company had put women in senior roles who then hired women, and this snowballed with more and more women reaching the top each year.

One of the problems is stereotypes, not just of what are considered women's jobs but also of the fields of science and technology. Nina Miolane, who gave a presentation about her studies and work as a L'Oréal-UNESCO For Women in Sciences fellow, recounted how when a high school teacher told her she would be a mathematician, she was insulted. However, she did indeed become a mathematician. "It would have been so much easier to accept and to see that it was a compliment had I known or seen what I know today, how exciting it is to be a woman in science," she said.





*"We need to have more women and more young people in science."*

Nina Miolane



*"We want women to join our company and create an environment where you can feel good and progress."*

Catherine Ladousse



*"For me it is normal to be the only female in a room."*

Stefanie Daehne



*"I think what is important in this environment is that you stay female."*

Tanja Vainio



*"My dream was to be a fighter pilot and I was told when I was 18 that this was not a female job."*

Bénédicte Javelot

## KEY FIGURES

Less than **20%** of board members in the science and technology industries are women.

Women make up around **20-25%** of the workforce in the science and technology industries but in technical roles only **15%**.

# LISTENING TO WOMEN ENTREPRENEURS

Discovery session

Moderator:

**Delphine Remy-Boutang**

Founder the bureau and JFD Connect; co-founder  
Journée de la Femme Digitale

Speakers:

**Anne Boring**

Researcher in Economics at Sciences Po,  
OFCE-Pressage

**Cécile Brosset**

Director, Innovation Development and Director  
of the BPI France Hub

**Anisha Singh**

Founder & CEO, mydala.com,  
and 2016 Global Meeting Rising Talent

**Nora Touré**

Founder, Women in 3D Printing



The road to entrepreneurial success has many twists and turns. We heard tips, tricks and lessons from several women who started their own successful businesses.

Anisha Singh launched her tech business in 2009 in India. She told what it was like asking for venture capital while eight months pregnant: “All the male VCs said I would no longer be an entrepreneur after I had the baby,” Anisha Singh shared. Undeterred, she gained exposure by grabbing speaking slots when there were last-minute speaker cancellations at conferences. She even used India’s “ABCs” – astrology, Bollywood, and cricket – to smash her goal and go global.

Only 20% of the students in the incubator at Sciences Po, like at so many other universities, are women. Anne Boring explored why many women who want to launch a startup never actually go “from zero to one” and found that the motivations and challenges are quite different for women. Men “see it as the new gold rush, while women say they want to work on something they believe in,” said Anne Boring, adding: “Women also suffer more often than men from the ‘impostor’ syndrome and the ‘perfection’ complex, and don’t feel as comfortable speaking in public – all fairly easy hurdles to overcome.”

While “there are many women out there taking huge risks today ... I still only have three women as founders among 40 scale-ups,” noted Cécile Brosset. Women entrepreneurs gravitate toward the fashion, food and health sectors where they tend to feel more comfortable versus male-dominated ones. Women in Tech, Women in Web and other associations provide training, but we also need to create networks of women to help each other, she said.

*“Mentors are very important to get you through bad times. I recommend you get some of them.”*

Anisha Singh

Nora Touré did just that. The success of her blog about women in 3D printing created “expectations to do more, so I had to grow,” explained Nora Touré.

Part of the challenge is convincing women that they belong to this community. Most women think of a Silicon Valley entrepreneur as a white man, so they don’t see themselves as entrepreneurs or in tech, she said. She launched Women in 3D Printing to support women in her industry.

How to encourage women entrepreneurs to stay the course? Use mentors, and don’t give up. “One mentor said that my weaknesses would prove to be strengths, and that stuck with me,” Anisha Singh shared, adding: “If you know you are solving a problem, stick with it. Not quitting is a superpower.”

*“We are entrepreneurs because we want to build tomorrow’s future for our children and for ourselves. We don’t want to have to choose, we want it all.”*

Delphine Remy-Boutang

*“The perception is that entrepreneurship is sexy, the Internet is sexy, but in reality, it is not. People ask me, ‘what was your toughest time?’ But I’m still having it! As you scale up, troubles and challenges may change, but they don’t go away.”*

Anisha Singh

*“Women also suffer more often than men from the ‘impostor’ syndrome and the ‘perfection’ complex, and don’t feel as comfortable speaking in public – all fairly easy hurdles to overcome.”*

Anne Boring

*“I created a group, Women in 3D Printing, because I was tired of being the only women in the room and wanted to promote the few women in this industry. Turns out there were way more of us than I thought.”*

Nora Touré

*“I don’t think the number of people on your team defines your success. It’s about quality. My 320 people are as good as 900.”*

Anisha Singh

*“There are plenty of women out there taking risks [as entrepreneurs]; they are naturals, they are managing.”*

Cécile Brosset

## KEY FIGURES

At Sciences Po, only **20%** of students in the incubator are women.

Of the **40** startups supported by the BPI France Hub, just **three** founders are women.

# SMART CITIES, BUT WHAT ABOUT THE SMART CITIZEN?

Discovery session – The Lab

Hosted by Vitra & JCDecaux

Moderator:

## Isabelle de Ponfilly

Managing Director, Vitra France, President of the Board, ENSAD (École Nationale Supérieure des Arts Décoratifs), President of the Board, ISTE (Business School)

Speakers:

## Odile Decq

Principal, Studio Odile DECQ architects urbanistes; Founder and President, Confluence Institute for Innovation and Creative Strategies in Architecture

## Isabelle Schlumberger

Executive Vice President Sales and Development, JCDecaux



Isabelle Schlumberger, Isabelle de Ponfilly, Odile Decq

The way we live in cities, how we interact with them and even the way they are governed are changing at breakneck speed. More people use broadband today than landlines, and smartphones are providing huge amounts of data about users that will in turn play a fundamental role in the development of ever 'smarter' cities.

Connectivity can empower citizens and can enable civic pressure to be applied to governments more quickly. For example, the citizens of Panama City grew so tired of the poor state of the roads that they began tweeting the town hall every time their cars hit a pothole. Citizens are going to play a crucial role in the evolution of the smart city. "The smart city will be smart and the smart citizen will be smart if they decide that collectively they need to take care of the public space. Responsibility is critical. Citizens will be smart if they are responsible," said Isabelle Schlumberger.

*Maybe we would have better designed cities if there were more women architects."*

Odile Decq

## Being smart: a question of connection

Geo-localization is changing the way we move about cities. "You don't need maps anymore. You can find your way even in a jungle. You need addresses but not maps," said Odile Decq. Change is happening so fast that predicting the future is impossible. But "if you look at how students are living today, you will understand how the rest of us will live in 20 years' time," Odile Decq added. Cities must be flexible and let people live in different ways. "We cannot have hierarchical cities," she said. It is not a question of how old or traditional a city is. "Being smart is not a question of form, it is a question of connection. Even old quarters like the medinas can be smart," she said. Smart technology can bring another benefit for women in cities – improved personal safety.

## KEY FIGURES

Only **10%** of architects are women.

By 2017, **50%** of the world's population will live in urban areas.

*"We have a lot to do on earth and we should take care of it. We have a vested interest in taking care of our cities."*

Isabelle Schlumberger



*"Design is not just a question of style, it is a fundamental creative force that can help us to redesign everything – life, architecture and the way we move in the city."*

Isabelle de Ponfilly



Isabelle Schlumberger, Isabelle de Ponfilly, Odile Decq

# A VIRTUAL NURSES PROGRAMME TO EMPOWER PATIENTS

Discovery session – Sanofi corner

Hosted by Sanofi

Speakers:

## José Côté

Principal Scientist and Professor in the Faculty of Nursing at the University of Montréal- Founding member of TAVIE™

## Jan Liska

Head of Patient Centricity Strategy, Sanofi



Jan Liska, José Côté

If you know someone living with a chronic disease, it will come as no surprise to hear that the management of chronic conditions falls to a large degree on patients themselves. According to José Côté, at least two-thirds of the Canadian population is living with a chronic disease. Since the healthcare system tends to be focused on handling acute diseases, patients with a chronic condition are often left to self-manage.

Being a nurse as well as a professor and a scientist, José Côté wanted to take advantage of modern technology to help and empower patients living with a chronic health condition. She is the creator of TAVIETM, an innovative web-based programme that is both a support system and a means of coaching patients. It helps them adopt the right behaviours, such as self-observation and adherence to treatment regimens, in between face-to-face visits with healthcare practitioners, which are typically scheduled two to three times a year.

During interactive computer sessions, a virtual nurse teaches patients and enhances their capacity to self-manage their disease. Since TAVIETM was first created 10 years ago, it has developed into 12 applications targeting chronic conditions such as

epilepsy, Parkinson's disease, and many others. Each application is designed to deliver personalized advice tailored to a patient's individual needs, providing feedback and support so that patients will adopt, and retain, good disease management habits.

## Targeting women's health

José Côté explained how an application designed specifically for women living with HIV, called TAVIE-Femme, was adapted from VIH-TAVIETM. People living with HIV must take meds every day for their entire lifetime. Antiretroviral therapy in particular may pose specific challenges for female patients: the side effects are different than for men (on whom the drugs were tested), and women may also need to manage HIV medication and pregnancy, and ensure the virus is not transmitted to their child.

***“Technology is just a means. There is no one-size-fits-all solution and we ask patients to actively develop the skills they need to manage their disease.”***

José Côté

VIH-TAVIETM is a French acronym that stands for VIH-Traitement, Assistance Virtuelle Infirmière et Enseignement, which translates as “HIV-treatment, virtual nursing assistance and education.” When spoken in French it delivers a powerful message to patients because it sounds exactly like the words “Live your life.”



Jan Liska, José Côté

*“Only 85% of the Canadian population has access to Internet. We have to find solutions like providing computers in doctors’ offices, so as not to feed existing inequities.”*

José Côté

*“Patients who are managing chronic conditions are pretty much on their own. In an increasingly digital world, a virtual coach is a channel of trust to provide patients with motivation and advice in a reliable way.”*

Jan Liska

*“Sharing is also a question of access, and a virtual nurse provides access to care and answers to basic questions 24/7.”*

Jan Liska



# Women in Sport

by the Women's Forum for the Economy & Society

The sport industry is undergoing profound change. Women, as both athletes and fans, are far more present today than at any previous point in history. At the same time, women and girls continue to suffer discrimination on the field and in the head office, in the prize money they're offered and the media coverage they receive. The sooner women sports professionals are treated equally, the sooner the industry — and society as a whole — can reap the rewards.

*“Sport can be a force to amplify women’s voices and tear down gender barriers and discrimination,”* explains Lakshmi Puri, UN Assistant Secretary-General and UN Women Deputy Executive Director. *“Women in sport defy the misperception that they are weak or incapable. Every time they clear a hurdle or kick a ball, demonstrating not only physical strength but also leadership and strategic thinking, they take a step towards gender equality.”*

Gender equality is long overdue in professional sport. The future of sport belongs to women.

In 2016 the Women's Forum for the Economy & Society launched the Women in Sport Initiative, beginning with a dedicated programme at the 2016 Women's Forum Global Meeting.



Sarah Ourahmoune, Stéphane Pallez, Caroline Ramade



Keiko Ihara in the Ligier JS P3





Ligier JS P3



Women in Sport corner

[More about this session](#)

[Press Report](#)

[Photos](#)

# SHIFTING GEARS: WHEN ATHLETES BECOME ENTREPRENEURS

Discovery session – Women in Sport hub

Hosted by La Française des Jeux

Speakers:

## Sarah Ourahmoune

Female boxer, Silver medallist at the 2016 Rio Olympics and President-Founder, Boxer Inside

## Caroline Ramade

General Delegate, Paris Pionnières



Caroline Ramade, Sarah Ourahmoune

Sarah Ourahmoune was 10 years old when she decided that she wanted to be an athlete, but it was not until she was 16 that she discovered boxing. “All I knew about boxing was from watching movies,” she said. “I thought you needed a broken nose to box.” She fell in love with the sport. “I loved the spirit, the strategy, the fact that you have to touch and not be touched.” She entered the doubly masculine world of sport and high-level athletics in an era when women were not officially allowed to box in most countries, including France.

Despite this she thrived, overcoming obstacles and pain. One challenge, however, persisted. “My mother did not understand. She came to the gym every night and begged the trainer not to accept me. She told him, ‘but she’s too small, she’ll be disfigured, she’s too fragile, she’ll never get married.’ Luckily, after one month she finally gave up.”

Women’s boxing became legal in France in 1999, and Sarah Ourahmoune went on to become the French champion, then world champion. But, at the qualifying match for the London Olympics, she suddenly lost her focus, and the match. All 16 years of work went down the drain. She retired from

boxing, had a baby and discovered entrepreneurship by organizing boxing classes for employees in French companies. She immediately recognized the common values between entrepreneurship and high-level sport – “the same need to test your limits, the same capacity to rebound from a hit or a failure.” This motivated her to go back into professional sport, and she decided to try and qualify for the Rio Olympics. She changed coaches and training team, and won the silver medal at Rio in what was her 265th match.

*“I was being constantly asked by journalists about having a baby and training at same time. There were two fathers in the team and no one ever asked them.”*

Sarah Ourahmoune

## From sport to entrepreneurship ... and back again

Today, as President-Founder of Boxer Inside, Sarah Ourahmoune is working on several projects via the pre-incubation programme Les Sprinteuses with Paris Pionnières, which backs several sport-related startups from women athletes. Though Caroline Ramade of Paris Pionnières bemoaned the fact that interesting projects from women athletes are few and far between, she remains hopeful. “Sports are starting to become somewhat more feminine. We are starting to see more and more female entrepreneurs in this space.”



Caroline Ramade



Sarah Ourahmoune

*“Sports are starting to become somewhat more feminine. We are seeing more and more female entrepreneurs in this space.”*

Caroline Ramade

*“Getting over a pregnancy and starting to train for the Olympics was the hardest and most painful thing I’d ever done. But the immense pride I felt for being a mother, and for my daughter, overrode the shock.”*

Sarah Ourahmoune

## KEY FIGURES

The first European Cup for women’s boxing was organized in **1999** and the first World Championship for women took place in **2001**.

It was not until the **2012** Summer Olympics that women were allowed to box competitively for the first time.



# Women in Innovation

by the Women's Forum for the Economy & Society

## WE HACKATHON 2016

Discovery session – Orange corner

Hosted by Orange

Moderator:

**Roxane Adle Aiguier**

Gender Equality Director, Orange

Speakers:

**Christine Albanel**

Vice-President in charge of CSR, Diversity, Partnerships and Philanthropy, Orange and Deputy Chairman of the Orange Foundation

**Jacqueline Franjou**

CEO, Women's Forum for the Economy & Society

**Anne-Marie Jonquière**

Senior Change Manager and leader of the women's network, CEA; Member of the management team, Cercle Inter'Elles

**Christine Rabret**

Diversity Director, Orange



Women are at the heart of new economic models, taking digital innovation to the next level in the sharing economy. The five prize-winners in the projects submitted through “Imagine with Orange,” a crowdsourcing platform for innovation and a launchpad for entrepreneurs, were women. The winning innovations were selected by a jury from the WE, a collective made up of organizations such as Orange, the Women's Forum, Le Monde, Accor, and other large firms from a range of sectors. WE works to promote gender equality and co-education in digital technologies.

Winners got the opportunity to take part in the #WInnov2016 hackathon, a two-day event bringing together diverse talents and contributors. Participants, including more than 100 young women, collaborated to refine these startups and help bring them to maturity.

### Actors in the digital world

Involvement by corporate partners allowed them to “position themselves as actors in the digital world,” noted Anne-Marie Jonquière. “From an internal branding perspective, companies need to show employees that they value gender diversity and equal rights for women and men,” she added. This year's hackathon received the support of the French Minister for Women's Rights.

*“We chose ‘Women at the heart of new business models’ as a theme to show the world that women can ... make their ideas become reality.”*

Roxane Adle Aiguier

Three of the five laureates, all social entrepreneurs, took the stage to present their digital initiatives. Winners also shared the benefits of taking part in the hackathon. Thanks to all the people and tools on hand during those two days, “we managed to ‘pivot’ our original business model,” explained Laurence Kerjean of the Yellow Fridge.

## KEY FIGURES

More than **100** women took part in the #WInnov2016 hackathon.

Orange has **12** worldwide laboratories in countries like Japan, Israel and the US to support digital startups.

The entrepreneurs and their winning projects were:

- Edwige Tuarze is the founder of Eléa & Cybèle, an ethical clothing brand providing organic and upcycled fashion, while reducing the high levels of pollution linked to the fashion industry.
- Sandrine Garcia created My Green Coach, an instant messaging platform which uses artificial intelligence to answer questions and give advice on eco-responsible products and services.
- Laurence Kerjean launched the Yellow Fridge, an app helping French companies meet new corporate social responsibility requirements by cutting down on food waste.



*“Women need to take ownership of [the digital] domain.”*

Christine Albanel

*“If you consider today’s ecosystem, we are not talking about capitalism anymore. We are talking about ‘talentism’ – having the right skills and the right talents in the right moment at the right place.”*

Christine Rabret

*“From an internal branding perspective, companies need to show employees that they value gender diversity and equal rights for women and men.”*

Anne-Marie Jonquière

*“I have a lot of admiration for younger generations who don’t lack for [business] ideas, but who also have the courage to pursue them.”*

Jacqueline Franjou



Anne-Marie Jonquière

# THE GIG ECONOMY IS/IS NOT REVOLUTIONIZING THE WORLD OF WORK

Short plenary session

Moderator:

**Maria Livanos Cattai**

Former Secretary General, International Chamber of Commerce, and Member, Women's Forum Programme Committee

Speakers:

**Juliet Schor**

Professor of Sociology, Boston College

**Marco Torregrossa**

Secretary General, European Forum of Independent Professionals

**Agata Wejman**

Director and Head of EU Public Policy and Government Relations, Uber



Whether it is called the gig, freelance, circular or collaborative economy, one thing is clear: it is changing the face of the working world. While freelance work is nothing new – bricklayers on the Tower Bridge in Victorian London were paid by the brick – platforms like Uber and Airbnb are creating new employment models with controversial effects.

For the chronically unemployed, they can be a godsend, for traditional workers they may pose a threat and for governments they represent a regulatory dilemma.

***“Technology platforms are popular because they make life easier for people, but we have to find ways to deal with the repercussions.”***

Maria Livanos Cattai

Juliet Schor would like to see “the gig economy tied to the larger labour market.” Her research shows that many providers join platforms like TaskRabbit because they are unable to find other work. “Lack of economic opportunities of a much more stable, non-gig form is pushing people into the gig economy.” Another, often overlooked category includes highly educated moonlighters, people with full-time employment who are supplementing their income with task-based jobs.

While 20-30% of people of working age in North America and Europe are engaged in some form of independent work, people in emerging economies want to do away with insecure piecemeal work in favour of permanent jobs.

## High-end independents

Not all independent workers are at the low end of the scale, however; many are highly skilled knowledge workers. “Media coverage has created the perception that all independent workers are either driving for Uber or running errands for TaskRabbit,” said Marco Torregrossa. “This is actually a very small subset of independent work, which spans income brackets and skill levels.”

## New ways to look at work

“We need to move away from the world of clear distinctions between employment and self-employment,” said Agata Wejman. Today, we think of labour protections in terms of big corporations with huge numbers of employees and stable labour relations. Technology is changing not only the way work is seen but also the way companies operate. With the resulting reduced transaction costs and increased empowerment of individuals, “if we want to have a safety net, it is better attached to the individual than to the workplace,” she added.

*“Media coverage has created the perception that all independent workers are either driving for Uber or running errands for TaskRabbit.”*

Marco Torregrossa



*“Uber drivers are encouraged to build their businesses. They are not only active in driving, but they are also building a whole ecosystem around the car. Jobs will be generated that we don't even know about now.”*

Agata Wejman



*“Lack of economic opportunities of a much more stable, non-gig form is pushing people into the gig economy.”*

Juliet Schor



## KEY FIGURES

**20-30%** of the working-age population in the United States and Europe is engaged in some form of independent work. (source: McKinsey study *Independent work: Choice, necessity, and the gig economy*)



Marco Torregrossa, Agata Wejman, Juliet Schor

[More about this session](#)

[Press Report](#)

[Photos](#)

## OPENING DINNER

Moderator:

**Sophie Lambin**

Co-Founder and Managing Director, Kite Global Advisors

Speaker:

**Isabelle Kocher**

CEO, Engie



For the past 12 years, the Women's Forum has been bringing the world to Deauville, "but we have also been bringing the Women's Forum to the world," said Jacqueline Franjou, CEO of the Women's Forum for the Economy & Society. This includes meetings in Mexico, Dubai and Mauritius, with the latter specifically focused on the challenges of climate change for African countries and small island states.

### Continuing the climate change conversation

This year's Women's Forum Global Meeting came soon after the UN Climate Conference in Morocco, and the Women's Forum continued its commitment to the climate conversation with this year's keynote speaker, Isabelle Kocher. As CEO of France's leading energy provider, Engie, Isabelle Kocher is part of a recent initiative by 300 business leaders requesting world leaders to stick to the policies and investments made as part of the Paris climate agreement.

*"I do not see the energy industry as more or less macho ... even if everything I decide, do and say is scrutinized. The real parity will come when seeing a female at this (CEO) level means a level of curiosity that is back to normal."*

Isabelle Kocher

### A revolution of hope

The world is undergoing a revolution, Isabelle Kocher said. "We have to change the way we produce and store energy," she said. This means serious

investment in new technologies such as renewable energies and digital systems. At the same time, she added, the energy sector is full of hope. Her own company has opted to completely change its portfolio to embrace a longer-term approach. "In order to be part of the future, we have decided to cut the dividends for our shareholders and to pay later." While most have agreed to this, she added, her company is being extremely clear about what it intends to achieve.

"There are all sorts of possibilities, such as solar," Isabelle Kocher continued. "We see new technologies emerging that are provoking real change, such as plastic solar film that you can put onto your car windows." Numerous questions still need to be resolved, and investments directed not just at capturing the market but also focusing on energy solutions at all levels. The industry needs to create innovation platforms while standardizing the risks. A major change is that this new revolution needs to be managed and shared by everyone. "The value will be much closer to the client and the field."





***“My message is one of optimism, even if not always optimistic. But things are changing.”***

Isabelle Kocher

***“For the first time, every decision regarding climate change has an impact on everybody. It is causing a forced convergence and a forced solidarity.”***

Isabelle Kocher

Isabelle Kocher



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# TAKING ON THE NEW ECONOMY

Short plenary session

Moderator:

**Jürgen Hecker**

Senior Economics Editor, AFP

Speakers:

**Tamsyn Attiwell**

Vice President, Global Services EMEA, Zuora

**Mari-Noëlle Jégo-Laveissière**

Executive Vice-President Innovation,  
Marketing and Technologies, Orange

**Estelle Metayer**

President and CEO, Competia, Member  
of the Board, Zag Bank and BRP, and Member,  
Women's Forum Programme Committee

**Maria A. Ressa**

Journalist and CEO, Rappler



Today the sharing economy touches all sectors, changing everything from consumers' relationships to products to the way they receive news. While new companies with new ideas and new models are constantly popping up, traditional companies are also changing their ways to adapt to this new economy.

***"Players who never had anything to do with each other are starting to have to collaborate with each other. That can be challenging for a big company."***

Estelle Metayer

## Experiencing the shared economy

"Property is theft" was an anarchist slogan of the 19th century, but in the shared economy, property is just "outdated," according to Tamsyn Attiwell. The "subscription economy," which encompasses the shared economy, "is about the shift from product ownership to outcomes and experiences, and subscribing to a service that may include a product or device but is actually moving towards the experience that wraps around it," explained Tamsyn Attiwell. An example is a service like HelloFresh, which offers home delivery of a basket of food along with a menu and recipes for cooking a meal; in other words, a product that also provides a shared family experience.

## Collaboration and open innovation

"Old" or "traditional" companies like telecoms operators must be nimble to survive in this new world. The customer must remain at the centre of

any discussion of the shared economy now that feedback is so fast, Mari-Noëlle Jégo-Laveissière said, and the delivery of new services must be speeded up. "The business model is changing", she noted. "It's an opportunity for us. It forces us to innovate differently and not to innovate alone. We need to open up our assets." Fifteen years ago,

opening up the Orange network would not have been realistic, but today the company needs to open its platform to developers, individuals, big companies, partners and sometimes even competitors.

While some big companies are successfully integrating into the new economy, others are struggling with it. Estelle Metayer prefers the term "ecosystem" to "economy." "It encompasses better what's happening: players who never had anything to do with each other are starting to have to collaborate with each other. That can be challenging for a big company," she said. In this "ecosystem", there is no exchange of money in many collaborative efforts. An example is a site called fold.it, an online video game created by scientists that has helped them solve some difficult problems in their research. Another is Be My Eyes, an iPhone app that lets blind people contact sighted volunteers for help in, for instance, reading the expiry date on a yogurt in the refrigerator.

One “old-world” institution that is having an especially hard time finding a business model in the new economy is print media. “The pace is so fast,” said Maria A. Ressa. “Every second, we are creating 6,000 square metres of information storage materials. That is equal to the ripple of a nuclear explosion. How does that impact our businesses?” Rappler has created a new business model for journalism. It combines features of the sharing economy – native advertising, social media and crowdsourcing – with traditional journalism. “We’re using technology to reach from the virtual to the real world,” Maria A. Ressa said.

## KEY FIGURES

**44%** of Americans get their news from Facebook. (source: Pew Research Center and the Knight Foundation)

*“There will be some ownership we can’t get rid of, but why shouldn’t we share wedding dresses or bicycles?”*

Tamsyn Attiwell



*“At Orange, interoperability is in our DNA. It’s the same philosophy in a different context.”*

Mari-Noëlle Jego-Laveissière



*“The way we built cathedrals was with crowdfunding. Now it’s faster, and you can reach out to people you don’t even know.”*

Estelle Metayer



*“Every second, we are creating 6,000 square metres of information storage materials. That is equal to the ripple of a nuclear explosion.”*

Maria A. Ressa



# ALL ABOARD FOR GENDER DIVERSITY: BUILDING SUPPORT AMONG WOMEN AND MEN

Short plenary session

Moderator:

**Kimberly Conniff Taber**

Culture Editor, International New York Times

Speakers:

**Louis Desazars**

President and CEO, Shiseido Group EMEA

**Sandrine Devillard**

Director, McKinsey & Company France

**Muriel Pénicaud**

French Ambassador for International Investment and CEO, Business France



Reducing gender inequality in the workplace would add USD 2 trillion to the economy of Western Europe, which translates into 1% extra GDP growth per year for all countries, according to a study by McKinsey & Company. The report found two main factors responsible for the stunted participation of women in the European job market: 1) they are significantly more likely than men to engage in part-time work; and 2) they contribute twice as much unpaid care work as do men.

On corporate executive committees and boards of directors, the representation of women remains low (17% for executive committees), and is increasing at a rate of 1.5% a year. At that pace, it will take about 25 years to achieve parity, said Sandrine Devillard.

Many companies are implementing programmes, but progress is often slow and uneven. Those deemed ahead of the pack share three main characteristics: 1) persistence – efforts began 3-5 years ago; 2) CEO commitment – both personal engagement and

dedication to instilling the drive throughout the firm; and 3) a holistic approach with a “change story” that makes the business case for diversity. “The CEO has to make a sincere commitment,” said Louis Desazars. “You begin with that.”

Combat fear, ignorance and inertia to end loathing Muriel Pénicaud stressed the need to include men in gender equality programmes. EVE is a women’s corporate leadership initiative spearheaded by Danone and other French corporations. Its membership is 25% men. An EVE study found three principal reasons why some men oppose efforts to reduce gender inequality: fear, ignorance and inertia.

To get men on board, these three factors must be addressed. Possible solutions include: making the business case for diversity (for example, improved productivity); addressing the desire of many men to achieve a new work-life balance; and awareness and consciousness-building programmes and initiatives, including things such as reverse mentoring.

*“At the current pace of 1.5% improvement per year for the participation of women on corporate executive committees, we’ll achieve equality in 25 years.”*  
Sandrine Devillard

## KEY FIGURES

By eliminating gender inequality in the workplace, Western Europe would add **USD 2 trillion** to its economic output.

Women currently make up **17%** of corporate executive committees in western Europe.

*"Look at the daughters of CEOs.  
They are our allies."*

Muriel Pénicaud



*"The CEO has to make a sincere  
commitment. You begin with that.»*

Louis Desazars



Sandrine Devillard



Kimberly Conniff Taber

# TRANSFORMING SPORT: OPPORTUNITY AND VISIBILITY NEEDED!

Short plenary session

Moderator:

**Laura Meseguer**

Presenter and Reporter, Eurosport

Keynote speaker:

**Stéphane Pallez**

Chairman and CEO, La Française des Jeux



One of Stéphane Pallez's motivations for accepting to lead La Française des Jeux, the company that manages all sports betting and lottery activities in France, was a conviction that it could do much more to help women. According to Pallez, "Sport reflects several themes that forge our society. First, is image, including stereotypes. Second, sport is a business. Third, it is about performance. Sport is an ideal platform for dealing with issues like physical handicaps, diversity, and the role of women."

## Tackling inequality

Pallez sees a disconnect between women's roles in society and in sport. Though women are gaining social and pay equality, this dynamic is missing in sport. "Women athletes perform at a very high level, and this is easily measureable: you win a match, you get a medal. But male football players, for example, can earn EUR 20 million, while top women players are lucky to earn EUR 400,000. There is great potential here. Integrating more women into sport and the surrounding eco-system can benefit many women."

Upon joining FDJ, Pallez immediately built a coalition of like-minded employees and stakeholders and

introduced the idea that, to achieve full impact, they must all work together in four areas simultaneously:

- Act at the grassroots level. Get involved with girls' sports practice. This is key to their social integration.
- Work with sporting events. Athletes often work several jobs while training. Women need extra support, and improving their remuneration is crucial.
- Improve the place of women's sport in the media, particularly at the economic level.
- Mobilize stakeholders. There are tremendous opportunities for companies to leverage women athletes. Mobilizing a company and its employees around this vision is a good business model.

## Positive role models

Citing Olympic boxer Sarah Ourahmoune, Pallez explained how the athlete has spent her life fighting stereotypes. "After having a baby, Ourahmoune won an Olympic medal, proving that it is possible to have children and be a high-level performer. She is also an entrepreneur. She is the the type of role model we need for girls: they see her and say, 'Anything is possible. She did it, and I can do it too.'"

*"Major sporting events like the Olympics can move things forward, but businesses should capitalize on that. We can all make a contribution."*

Stéphane Pallez



*"More and more, I believe that women are the future of sport."*

Stéphane Pallez



## KEY FIGURES

In 2015, the US women's soccer team, the World Cup and Olympic champions, generated almost **USD 20 million** more than their male counterparts.

The world's highest paid female soccer star is Marta Vieira, who reportedly earns about **USD 500,000**.

The world's highest paid male soccer star, Cristiano Ronaldo, reportedly earns about **USD 82 million**.

*"Sport is a powerful instrument to move society forward."*

Stéphane Pallez



Stéphane Pallez, Laura Meseguer

# WHY I AM A FEMINIST

Short plenary session

Moderator:

**Claire Doole**

Founder & CEO, Claire Doole Communications

Speakers:

**Brandi DeCarli**

Founding partner, Farm From a Box,  
and 2016 Global Meeting Rising Talent

**Muhtar Kent**

Chairman and CEO, The Coca-Cola Company

**Nang Lang Kham**

Executive Director, KBZ Group,  
and 2016 Global Meeting Rising Talent



The more gender diverse an organization, and the more women that are involved in its decision making, the better the decisions it takes, Muhtar Kent told delegates. “That is why I am a feminist,” he said. Since becoming chairman and CEO of Coca-Cola, he has doubled the number of women on the company board. He has also helped launch the 5by20 programme, which aims to empower five million women economically by 2020. The company is on track to meet the target.

Gender diversity is good from both a practical and moral perspective, Muhtar Kent noted. On the practical side, women take around 65% of the decisions regarding the purchase of Coca-Cola products, so it makes no sense for there to be such a large “disconnect” between this figure and the number of women in senior positions within the corporation.

## Women moving into senior positions

Among steps taken at Coca-Cola was the creation of a women’s leadership council. The company has made significant progress in raising the number of women in senior positions, going from some 19% in

2008 to the “high 30s” now. “We still have work to do. This requires commitment from the top,” Muhtar Kent added.

Coca-Cola is also committed to pay equality, he said, noting that the company was one of the first to sign up to the Equal Pay pledge launched by US President Barack Obama. Strengthening gender equality means working with local government, non-governmental organizations and the education system. No one company could do it alone, he said.

But there is little point in focusing on national governments because national governments “love talking,” but in practice “cannot do much.”

Nang Lang Kham asked how to deal with women who, perhaps feeling the barriers are too great, might lack the ambition to climb the corporate ladder, or with men who resented their promotion. Muhtar Kent said that mentorship programmes offered one solution. New technologies are also allowing more flexible ways of working, even for top executives, he added.

**“Gender equality is a simple issue; it is about hard work and commitment.”**

Brandi DeCarli

*"The 21<sup>st</sup> century is not the century of the countries of BRICS, it is actually going to be the century of women. If we can make that happen, the world will be a much better place."*  
Muhtar Kent



## KEY FIGURES

Coca-Cola is saving **400 billion** litres of water a year through its "water neutral" programme.

The number of women on the Coca-Cola board has doubled to **four** since 2008.



Nang Lang Kham, Claire Doole, Muhtar Kent, Brandi DeCarli

# B CORPS: WHAT'S WORKING AND NOT FOR COMBINING PROFITS AND PURPOSE?

Breakout session

Moderator:

**Nina Gardner**

Director, Strategy International, and Member, Women's Forum Programme Committee

Speaker:

**Jostein Solheim**

CEO, Ben & Jerry's



Nina Gardner, Jostein Solheim

Benefit corporations (or B Corps) are businesses that aim to have a positive impact on society, while working for profit. Their directors have to consider the corporation's impact on society, workers, the local community and the environment, and not just act in the sole interest of their shareholders.

B Corps are now authorized by 30 US states, with applications pending in seven others. One corporation often identified with the movement is Ben & Jerry's – although the Vermont-based ice-cream maker was only certified as a B Corp in 2012 as it was founded before the B Corp designation came into being.

B Corp status means that the corporation is not constrained by the corporate legal requirement to act only in the interests of shareholders – they can make decisions based on other criteria if they are of public benefit. It enables entrepreneurs to pursue profitable enterprises without compromising any values they may have which might conflict with simply maximizing shareholder value.

Ben & Jerry's was sold to Unilever in 2000 but current Chief Executive Officer Jostein Solheim, hired in 2010 "to reradicalize" the company, is championing initiatives that he hopes will benefit both the brand and society. These range from reducing carbon footprint in transport to working on programmes to make the

dairy farming the company depends on greener. "Of our carbon footprint, 40% is in agriculture and 12% in transport. We are a dairy company, and we are looking at what we can do all the time to reduce that," said Jostein Solheim.

Ben & Jerry's has programmes for fair trade sourcing, and ensuring equitable supply chains and labour conditions. They also campaign actively, and at times controversially.

**"Ben & Jerry's is a do-er organization. We don't perfect or intellectualize. We take to the road and fix things as we go."**

Jostein Solheim

Some of the initiatives bring the independent board of Ben & Jerry's into conflict with its parent company. Ben & Jerry's campaigned for genetically modified organism (GMO) labelling to be federal law in the US, something that Unilever lobbied against. But Ben & Jerry's also persuaded Unilever executives to try open hiring after showing them their Greystone Bakery, where all Ben & Jerry's brownies are made by people who others considered unemployable.

The initiatives seem to work. "Ben & Jerry's is the most profitable ice-cream company in the world. The people that know what Ben & Jerry's do are two-and-a-half times as loyal as other customers. That incredible loyalty drives our business," explained Jostein Solheim.

*"Perfection is the enemy of excellence."*  
Jostein Solheim



*"Dairy farming is a disaster  
for the environment."*

Jostein Solheim

*"Democracy only works  
if it works for everyone."*

Jostein Solheim



Nina Gardner, Jostein Solheim

# WOMEN WORKING IN THE SHARING ECONOMY

Breakout session

Moderator:

**Diane Bérard**

Columnist, *Les Affaires*

Speakers:

**Benita Matofska**

Founder and Chief Sharer, The People Who Share

**Amanda Schneider**

Founder, Contract Consulting Group,  
and Reporter, *Huffington Post*

**Andrew W. Wyckoff**

Director, Directorate for Science,  
Technology and Innovation, OECD



Diane Bérard, Amanda Schneider, Andrew W. Wyckoff,  
Benita Matofska

Can the sharing economy help women find a better balance between work and other aspects of their lives? What opportunities does it offer them, in terms of leadership roles and economic benefits? “The gig economy has been fantastic for me,” said Amanda Schneider, who left the traditional workforce when she had a child. “With a USD 300 laptop, I started my business. I didn’t have to raise capital, and now I help other women do that as well.” Increasing numbers of women are leaving the traditional workplace, and the gig economy is attractive to many of them.

The sharing economy can provide women with leadership opportunities, which are often harder for them to obtain in traditional economies. “The leadership of the sharing economy is predominantly women,” said Benita Matofska. “It is important to understand the breadth of the sharing economy – there are more than 10,000 different platforms, apps, services and projects worldwide. Many of them provide opportunities for women.” The sharing economy is also changing the way we do business. For example, she said, “the skills needed in the future are collaborative skills.”

## Necessity or choice?

The sharing economy creates opportunities for women, but it is not without difficulties. Social

protection for people in this economy remains problematic; often, these workers have no safety net at all, and income can be low and irregular. “In terms of the sharing economy, there is also the question of necessity versus choice,” Andrew W. Wyckoff said. He cited a McKinsey Global Institute study covering 8,000 people in the sharing economy in the United States and the European Union: 72% in the US and 68% in the EU were working in that economy by choice. That meant that 28% and 32%, respectively, worked that way by necessity not choice, and those are not trivial numbers, he said. “Some people going into the sharing economy tend to be coming from the irregular part of the labour force already,” he added. “They are not coming from traditional jobs.”

*“With a USD 300 laptop, I started my business. I didn’t have to raise capital, and now I help other women do that as well.”*

Amanda Schneider

The sharing economy is not just about access to more shared resources, but also about creating workplaces and communities that people want to believe in, Benita Matofska pointed out. “What’s important is what you can share as a human being, and what kind of opportunities you can create for other people and the planet,” she said. “It’s about bringing humanity into the workplace.”

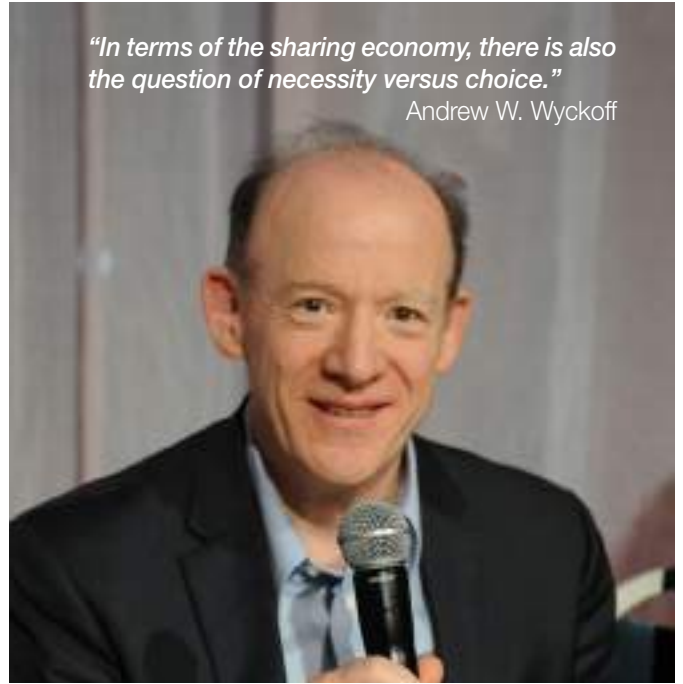
*"The leadership of the sharing economy is predominantly women."*

Benita Matofska



*"In terms of the sharing economy, there is also the question of necessity versus choice."*

Andrew W. Wyckoff



## KEY FIGURES

A McKinsey Global Institute study covering 8,000 people in the sharing economy found that **72%** in the United States and **68%** in the European Union were working that way by choice.

The sharing economy includes more than **10,000** different platforms, apps, services and projects worldwide.



Diane Bérard, Amanda Schneider, Andrew W. Wyckoff, Benita Matofska

# RE-DESIGNING CITIES IN THE ERA OF COLLABORATION

Breakout session

Moderator:

**Liz Zeidler**

Chair, Bristol Green Capital Partnership  
and Founding Director, Happy City

Welcome remarks:

**Elisabeth Borne**

President and CEO, RATP

Speaker:

**Vanessa Timmer**

Co-founder and Executive Director, One Earth



Developing cities in the 21st century needs to be everyone's responsibility, said Elisabeth Borne of the public transport provider RATP – drawing on her own experience in dealing with public transport. "Citizens can no longer be spectators but need to become active participants," she said. Up until now, most urban approaches have tended to be top-down, even if they involve consultative processes. Sharing economies can offer bottom-up solutions to ensure both viewpoints are incorporated. "It is by using the strengths of different individuals and systems that we can work things out," she said.

For Vanessa Timmer, cities represent "flows" with moving changes. "We all have to think of ourselves as co-designers of a city," she said. Numerous lessons can be learned from different cities that have come up with solutions by involving their own populations. In Minnesota, for example, municipal authorities sought to build bike-sharing platforms in the poorer areas. However, this did not work because they failed to co-design the plan with local communities, missing out on ideas such as buying tokens in corner shops to rent bikes because most people did not have credit cards. In South Korea, the Seoul municipal authorities set up "sharing" programmes involving everyone in

initiatives ranging from integrated transport to tool-lending libraries.

## Developing collaborative cities by design

"Sharing does not happen automatically," noted Vanessa Timmer. "It needs to be designed to avoid excluding certain groups of people." Airbnb, for example, encourages discrimination by affecting rental markets, causing changes that can deny housing to people on low incomes. There has to be oversight: for example, some cities, such as Portland, Oregon, oblige Airbnb operators to be licensed and limit rentals to 90 days or less.

*"Community-based sharing can include anything, such as car-sharing, or even sharing dogs and cats so that other people can walk them when you're at work."*

Vanessa Timmer

Some local governments have established free and sustainable initiatives such as repair clinics or book clubs, some of them located in retirement homes so that residents can still feel part of the community by using their strengths and skills. Such initiatives can also involve young people. "All this helps people remain connected with sharing services, providing backups in times of emergency," said Liz Zeidler.



*"Sharing is one way of gaining tangible benefits by making use of underutilized resources and skills."*

Liz Zeidler



Elisabeth Borne

## KEY FIGURES

**6%** of new properties in Los Angeles and New York are specifically purchased for Airbnb, leading to housing stress.

RATP has **60,000** employees on **four** different continents.

The City of Toronto set up a media-swapping initiative in one of the busiest parts of town, attracting **40,000** people exchanging over **10,000** items ranging from music CDs to films.



Vanessa Timmer, Liz Zeidler, Elisabeth Borne

[More about this session](#)

[Press Report](#)

[Interview](#)

[Photos](#)

# MONEY, MONEY, MONEY...

Breakout session

Moderator:

**Emelia Arthur**

Advisor to the President of Ghana

Speakers:

**Alexandre Mars**

Founder & CEO, Epic Foundation

**Farah Mohamed**

Founder & CEO, G(irls)20



Alexandre Mars, Farah Mohamed, Emelia Arthur

People everywhere, and corporations, need to be challenged to be more generous with their giving to assistance programmes and projects. Few people give as much as they can. But getting people to be more forthcoming requires a high level of accountability on the part of the receivers. Donors are becoming more and more demanding about knowing where their money is going and what it is being used for.

“We have to push more and more corporations to give. We are moving them to give 1% of profits,” said Alexandre Mars. The social entrepreneur said it is important that people do not feel guilty or embarrassed about success and wealth. “It is great to be successful, wealth is not bad,” he said. Millennials want to work for successful companies, but they are more ready than their parents to challenge corporate policies and demand explanations and reasons. “The Millennials are totally different, they want to do something good,” he said.

*“Whatever we do we need money. We are trying to change mindsets. People should give more and more, and it should not be just once a year.”*

Alexandre Mars

see them,” she said. People can observe from the comfort of their homes what is happening in war zones. But it is also about being able to see the impact of donations, which “have to be meaningful,” explained Farah Mohamed.

## Accountability is crucial

One delegate raised the question of people and companies offering their skills to a cause rather than money. Accepting such offers required a different mindset from humanitarian organizations.

Delegates agreed that accountability is crucial. It is accountability that makes people keep giving. “I don’t want just a nice email or flier, I want to know what you did with it (the money),” said Farah Mohamed. Effective accountability requires third-party vetting of organizations. “When it comes to giving money ... (everything) ... has to be out in the open. People do not just blindly write cheques.”

Farah Mohamed agreed that “money is power.” But competition for the money is strong, so there is a need to work out new ways of giving and getting this money. New technologies and globalization are changing how philanthropy works. “Things do not need to be happening in your backyard for you to



*“When we are successful, we need to do something with that success. Success is a first step, but way more important is what you do with that success.”*

Alexandre Mars



*“The world has changed. We tend to look down on those with wealth.”*

Farah Mohamed



Emelia Arthur

## KEY FIGURES

**20%** of the students at Stanford University want to become social entrepreneurs.



[More about this session](#)

[Press Report](#)

[Photos](#)

# THE FUTURE OF MOBILITY IS NOW!

Discovery session

Hosted by Airbus Group, Keolis and Uber

Moderator:

**Mary Crass**

Head of Institutional Relations and Summit, ITF/OECD

Speakers:

**Jean-Pierre Farandou**

Chairman, Keolis Group

**Antonio Costanzo**

Head of Public Policy and Government for France and Southern Europe, Uber

**Uma Subramanian**

Head of Special Projects, A3, part of Airbus Group



Amazing innovations and developments are reshaping the urban transport sector. From e-vehicles to new business models to collective transport systems, the way people move in cities is changing.

Public transport such as subways, buses and light rail have been the traditional means that people use to move around cities, but digital solutions and new companies such as Uber are having big impacts on how people get around in cities. Public transport companies are mindful of this, said Jean-Pierre Farandou and are looking to shift from being just operators to helping enable customers combine the different forms of transport available to them. But public transport companies also have to cater to all their customers, one-third of whom are not connected to digital apps though smart phones. “Digital is a solution but it is not the only solution. We need human staff to help people in our networks,” noted Jean-Pierre Farandou.

*“Perhaps not since the beginning of the 20<sup>th</sup> century have we seen such an amazing confluence of innovation in the transport sector.”*

Mary Crass

## Changing the way people use cars

One of the biggest newcomers in the urban transport sector is Uber, which is changing the way people living in cities use both public transport and cars. Most cars usually only have one passenger, which adds to pollution and traffic congestion in cities. Uber is aiming for cars to be used in a different way and for more people to travel in fewer cars, said Antonio Costanzo. Technology is enabling this vision and allowing people to share rides. In San Francisco, for example, 50% of the time people who use Uber choose the car sharing option, UberPOOL.

Modes of transport that might have seemed just a futuristic idea may be closer to reality than we realize. Autonomous vehicles have already seen many advancements and the technology is moving very fast. Urban air travel is something that is being examined by Airbus, particularly in developing countries and emerging markets where there is a massive push towards urbanization, which is making cities more congested. “It’s not a pipe dream, the demand for urban air travel is real today and we have a path for getting to an affordable and accessible service,” said Uma Subramanian.

*"Cities are open to innovation and they are much friendlier to new ideas than federal governments are."*

Uma Subramanian



*"We are seeing a shift in people's mindset and ideas on how they move around."*

Antonio Costanzo



*"Digital solutions help recognize people as individuals and give them freedom to make parameters in the way they want to travel."*

Jean-Pierre Farandou



## KEY FIGURES

There are **2 billion** private cars in the world today.

Private cars generate **22%** of CO<sub>2</sub> emissions.

A private car is not used **90%** of the time.

Only **4%** of miles driven globally today are ride sharing but JP Morgan estimates that will rise to **25% by 2030**.



Jean-Pierre Farandou, Antonio Costanzo, Uma Subramanian, Mary Crass

# RE-INVENTING THE WORKPLACE TO UNLOCK GENDER DIVERSITY POTENTIAL

Discovery session

Hosted by McKinsey & Company

Speakers:

**Rohini Anand**

Senior Vice-President, Global Client Diversity Officer, Sodexo; 2015 CEO Champions Expert

**Louis Desazars**

President and CEO, Shiseido Group EMEA

**Sandrine Devillard**

Senior Partner, McKinsey & Company

**Patty Hajdu**

Canadian Minister of Status of Women

**Sandra Sancier-Sultan**

Senior Partner, McKinsey & Company



To unleash the potential of women to energize the economy, women must be brought more fully into the mainstream workplace. Today women are much more likely to work part-time than men. They put in twice as much time in unpaid care work.

Effective efforts to address gender inequality in the workplace must include: persistence – today’s top initiatives started 3-5 years ago; CEO commitment – both personally and to convince everyone else to sign on; and a holistic approach. The latter involves elements such as a compelling story that includes the business case for diversity (that is, an improved bottom line), the engagement of role models and change agents, and the building of a lasting pro-diversity culture. Proper indicators should be developed to encourage and track progress, and the process should be transparent.

Patty Hajdu underlined the importance of CEO engagement using the example of her boss. Prime Minister Justin Trudeau followed through on his pledge for gender parity in his cabinet when he took office last year. He also upgraded her position to the

ministerial level, showing further evidence that he was serious. In terms of being holistic, major public programmes must now pass a “gender-based analysis” test, and the Ministry of Finance is reviewing the entire budget through what Patty Hajdu called “a gender lens.”

While 80% of his company’s labour force already consisted of women when he arrived, Louis Desazars described his efforts to promote women as country managers, for example, where they were under-represented.

***“They found people. There must have been a number of women hidden somewhere.” [Comment on the jump from 3% to 12% in women on corporate executive committees from 2012 to 2015 in Germany after the country set national targets.]***  
Sandra Sancier-Sultan

Sodexo is recognized for setting and meeting ambitious targets for reducing gender inequality inside the firm. In a study using five key performance indicators (KPIs), Sodexo found that the optimal number of women on a team was

40-60%. “Less than that meant underperformance,” said Rohini Anand. “Any more and they reach a plateau.” Measures that firms can take to help increase the number of women employees include changing recruitment practices, focusing on development (for example sponsoring and mentoring), and providing awareness training and orientation, she added.



Patty Hajdu



Rohini Anand

*“If we are going to change the gender gap, [the discrepancy between unpaid care work by women vs. men] needs to change.”*

Sandrine Devillard

*“I don’t think I have made my voice strong enough [on gender equality as CEO]. I am going to make my commitment even more clear.”*

Louis Desazars

*“Any shift in power is uncomfortable. I like what is being said about getting people to see the benefits.”*

Patty Hajdu

## KEY FIGURES

In the Netherlands, more than **60%** of women work part-time, compared with less than **20%** of men.

In Western Europe, women perform **twice** as much unpaid labour to care for others as do men.

According to a survey of employees of European companies by McKinsey & Company, only **31%** say their firm is committed to gender diversity and only **12%** believe that it is “doing what it takes” to achieve that goal. Meanwhile, **62%** of employees don’t know what they should be doing to improve gender diversity at their level of the company.



# RISING TO THE CHALLENGES OF DIGITAL DISRUPTION

Discovery session – The Lab

Hosted by Michelin

Moderator:

**Marine Aubin**

Co-Chair, Girlz In Web

Speaker:

**Karine Morot-Gaudry**

Marketing and Business Innovation Director,  
Michelin Travel Partner



How does a heritage company meet the expectations of next-gen customers in a digitally disrupted world? Karine Morot-Gaudry and Marine Aubin discussed how legacy tyre maker Michelin leverages digital platforms and new business models to deliver relevant products to today's demanding customers.

When most people hear “Michelin,” they think of tyres or travel guides. Indeed, the founding brothers were pioneers of mobility and infrastructure, lobbying public services to develop signage and road numbers to help travellers. The company also provides automotive maintenance services and different travel products designed “to help bring more joy to travellers,” said Karine Morot-Gaudry.

Its long history of promoting mobility carries on as Michelin embraces the digital revolution. From 2000, Michelin was using the Internet to provide orientation with its website ViaMichelin, ranked No. 2 (behind Google) in delivering maps and travel itineraries. Recent changes in consumer habits, like increased smartphone penetration, mobile connectivity and multi-device usage, have further raised consumer expectations. ViaMichelin now provides a mobile app with expanded offerings.

## New partners, new business models

Strategic partnerships and disruptive business models underscore Michelin's digital transformation. A new service called Michelin Restaurant, for example, offers geo-localization, photos, menus, classification and more. The mobility giant has also developed a business model to address customer demands for meal bookings. It recently acquired the small UK startup Bookatable, thus gaining new revenue streams tied to online performance and inventory. Beyond acquisitions, Michelin recognizes the value of developing partnerships for agility. BlablaCar, Booking.com and Airbnb are among its partners.

How does the heritage company engage employees during this transition? Claire Dorland Clauzel, Executive Vice-President, Brands and External Relations, and Member of the Group Executive Committee at Michelin, said change management has been incorporated into the company's strategy around four main actions: simplification, digitalization, client-centric focus and empowerment. “There are fears, but there are also opportunities. We have strong internal communication to explain the benefits and opportunities. This is key,” she noted.

*“I believe that the brand is strong enough to welcome these new [acquisitions] and adapt; instead of being afraid ... we are being nourished with all the new ways of doing things.”*

Karine Morot-Gaudry





Marine Aubin



Karine Morot-Gaudry

## KEY FIGURES

**80%** of travel planning starts online.

In 2014, Instagram users posted **178 million** #food photos.

The ViaMichelin website is ranked **No. 2** (behind Google) in delivering maps and travel itineraries.



Karine Morot-Gaudry, Marine Aubin

# SHARING AND ENGAGING FOR A HUNGER-FREE WORLD

Discovery session – Social Impact hub

Hosted by Sodexo

Speakers:

**Mathilde Loing**

Director, Europe, Stop Hunger

**Clodine Pincemin**

Group Executive Vice President Corporate Giving Programmes, Sodexo



Clodine Pincemin, Mathilde Loing

The war against hunger worldwide is slowly being won. Twenty years ago, when the non-profit organization Stop Hunger was founded by employees of the company Sodexo, 19% of the world's population still suffered from hunger. Today that figure has been reduced to 10%, but that still means that one person in ten is afflicted. The goal now is to eradicate hunger by 2030.

The geography of hunger is also changing: while in the past hunger mainly affected some countries in Africa, Southeast Asia and Latin America, today it can be found even in wealthy countries: 45 million Americans, 8 million Britons and 5 million French do not get enough to eat.

*“We have learned ways to tackle hunger differently in different countries. Leaving projects the freedom to adapt locally is absolutely key.”*

Clodine Pincemin

## Unique ecosystem

Stop Hunger boasts 113,000 volunteers in 44 countries. In 2016, it collected USD 4.6 million and distributed 5.7 million meals, working in conjunction with the World Food Programme. Sodexo, with 425,000 workers around the world in 80 countries providing quality-of-life services, is well placed to help with this problem. “Stop Hunger and Sodexo share hope for the quality of life for everyone around the world,” said Clodine Pincemin. “Stop Hunger and its funding partners have an incredible resource in the unique ecosystem of Sodexo.” Sodexo's chefs

and nutritionists can, for example, provide advice and training on preparing healthy meals with local ingredients.

Stop Hunger's goal is not only to ensure that everyone has enough to eat, but also to find sustainable solutions. “We are going beyond food aid – feeding those who have nothing to eat. It saves lives, but it doesn't allow people to escape from hunger.” That takes training, new skills and jobs provided through such projects as community gardens, cooking and nutrition workshops, and sponsorship of children.

Stop Hunger has a number of innovative projects targeted specifically at empowering women to help eradicate poverty and hunger.

One of the most recent, the Women Stop Hunger Award, called for nominations for an innovative, high-impact, replicable project that links empowerment of women to a measurable reduction of hunger in their community. “We received so many amazing applications from around the world that we have decided to give awards to five women for four projects instead of just one,” said Mathilde Loing. Each of the projects, which range from an organic community garden in the Bronx to a “farming as a business” project targeting women in Ghana, will receive EUR 10,000.



Mathilde Loing

## KEY FIGURES

Hunger could be decreased by **43%** with a higher education level for women. (source: Stop Hunger)

Women in emerging economies produce **60-80%** of food resources from family farming. (source: Stop Hunger)

A child has a **30%** greater chance of surviving longer when the mother controls the household budget. (source: Stop Hunger)

*“We received so many amazing applications from around the world that we have decided to give awards to five women for four projects instead of just one.”*

Mathilde Loing



Mathilde Loing, Clodine Pincemin

# HOW DOES BETTER GENDER BALANCE BOOST INNOVATION?

Discovery session – Orange corner

Hosted by Orange

Moderator:

**Claudine Schmuck**

Consultant and Associate Director, Global Contact

Speakers:

**Christine Albanel**

Vice-President in charge of CSR, Diversity, Partnerships and Philanthropy, Orange and Deputy Chairman of the Orange Foundation

**Mari-Noëlle Jégo-Laveissière**

Senior Executive Vice-President, Innovation, Marketing and Technologies, Orange

**Stéphane Pallez**

Chairman and CEO, La Française des Jeux



Stéphane Pallez, Claudine Schmuck, Mari-Noëlle Jégo-Laveissière, Christine Albanel

By now the word is out: gender balanced companies perform better and gender balanced teams ensure greater job satisfaction. Is the lesson being applied in innovation sectors? The results of the recently released Gender Scan 2016, a worldwide annual survey, indicate that gender balanced teams drive more sustainable growth in science, technology, engineering and mathematics (STEM). The value of this survey, said Claudine Schmuck, is to assess the situation in order to bring about change. It also reminds people of how vital gender balance is to business and to simple efficiency.

## Fixing the leaky pipeline

Women represent on average 30% of all STEM graduates globally. However, the problem of the “leaky pipeline” must be addressed: first, there are not enough women graduates in the STEM sector. Gender diversity is making progress in sci-tech education at the doctorate level worldwide and in Europe, but over the last decade the number of women undergraduates in these fields has stagnated. Second, women are not well represented in managerial positions in STEM groups.

*“It’s not a choice between business performance or wellbeing: when it comes to gender balance, everything is going in the same direction, so companies should just do it!”*

Mari-Noëlle Jégo-Laveissière

For example, while the percentage of women on supervisory boards of the UN Global Compact 100 Index companies is 25%, the figure is 18% for STEM companies.

What can STEM companies do to reduce the gender gap? The speakers emphasized that these firms have a hard time recruiting women because the pool of candidates is limited, and women are in high demand. They agreed that to attract and retain talented women, potential employers would be wise to focus on flexible working practices (such as flexitime, teleworking and part-time), work-life balance, and career management – areas that are of key importance for women. As Stéphane Pallez pointed out, young men also have new and greater expectations, especially when it comes to work-life balance.

The speakers agreed that to meet future needs, educating girls and attracting young women to the STEM sector is essential. Whether through social media, organizing competitions, videogames or other means, companies need to be creative and dynamic to find ways to reach out to them.

## KEY FIGURES

The performance of gender balanced teams (defined as teams that include 40-60% of men and women) is 22% stronger than that of non-gender balanced teams in STEM companies worldwide.

Gender balance improves wellbeing and fulfilment among teams: **+10%** in Europe and **+13%** in Europe.

Women represent less than **20%** of senior management in STEM companies.

*\*Figures are from the Digest Gender Scan™ 2016*



Mari-Noëlle Jégo-Laveissière, Christine Albanel

*“Everything begins at school. This is why Orange is sponsoring initiatives targeting girls aged 11 to 17 using social networks. Our message is: ‘Don’t be afraid of innovation.’”*

Christine Albanel

*“Gender balance helps blur the stereotypical boundaries between different functions: IT is no longer a man’s sphere and marketing is no longer a woman’s sphere.”*

Stéphane Pallez

*“Why is it not happening? Fear, inertia and male management that does not want to make gender balance move forward.”*

Claudine Schmuck

*“The digital transformation is building the world of tomorrow. If it is to be equal for men and women, it has to be built by both.”*

Mari-Noëlle Jégo-Laveissière



Stéphane Pallez, Claudine Schmuck, Mari-Noëlle Jégo-Laveissière, Christine Albanel

# 2019 FIFA WOMEN'S WORLD CUP: A MILESTONE FOR GENDER PARITY?

Discovery session – Women in Sport hub

Hosted by the Fédération Française de Football (FFF)

Moderator:

**Anne-Sophie de Kristoffy**

Director of TF1 Sport

Speakers:

**Brigitte Henriques**

Secretary General of the French Football Federation, FFF

**Frédérique Jossinet**

Head of feminization programme of the French Football Federation, FFF

**François Vasseur**

Marketing Director, French Football Federation, FFF



Brigitte Henriques, Anne-Sophie de Kristoffy

The rise of women's football in France and the great potential of the 2019 Women's World Cup, which the country will host, were celebrated during this Discovery session. The rapidly growing enthusiasm for women's football in France has its origins in 2011, Brigitte Henriques explained. It was a result of the crisis in the men's game that followed the French men's team's dismal performance in the 2010 world cup, she said. In response to that, President Nicolas Sarkozy pressed for a "feminization" of football.

Thanks to that push, the number of women players in France has almost doubled in just five years, from 53,000 in 2011 to over 100,000 today. The number of people in the French Football Federation working on the sport has also expanded greatly: there are now ten departments at the FFF dedicated to the women's game.

## A narrative that involves everyone

The amount of money in French women's football is also increasing, with the TV rights for the 2019 World Cup sold to French broadcaster TF1 for EUR 5 million, a EUR 4 million increase from 2011. "Sometimes it is easier to sell the women's national team than the men's national team," François Vasseur noted. "In men's football there's too much branding ... it's hard to be different. Women's football has a different story."

***"If soccer succeeds, French society can capitalize. French women will be willing to participate in other sports and elsewhere."***

Anne-Sophie de Kristoffy

It is not only women footballers who are benefitting from this uptick in the sport's fortunes, the speakers were keen to stress. It is also opening the gates to women in all sports and encouraging a greater mixing of men and women in French society in general, Brigitte Henriques said.

## KEY FIGURES

Since **2011** the number of registered women footballers in France has doubled to **105,000**, instructors in the women's game are up fivefold to **4,000**, and administrators by over a quarter to **34,300**.

There is now an average attendance of **12,000** people at France women's games, and **21,000** came to watch France play Brazil in 2015.

The women's national team's games get an average of **2 million** TV viewers.



Anne-Sophie de Kristoffy



Brigitte Henriques

*"Sometimes it is easier to sell the women's national team than the men's national team."*

François Vasseur

*"Today, if you want to play football, if you're a man or a woman, you can."*

Brigitte Henriques



Frédérique Jossinet, Brigitte Henriques, Anne-Sophie de Kristoffy, François Vasseur

# THE ART OF PATTERN RECOGNITION: INVESTING IN A CONNECTED WORLD

Discovery session – The Lab

Hosted by Airbus

Speaker:

**Maryanna Saenko**

Investment Partner, Airbus Ventures



As someone who develops and supports seed-stage investments in aerospace, Maryanna Saenko turns startups from the cutting edge of technology into viable entities. Paraphrasing author William Gibson’s pattern recognition theory, she explained how early-stage investing is about going out into a “no verb” world and recognizing the patterns. “You show up in person, meet people, and feel out if their idea is good and if they can see it through. It’s about gut feel. You find a way to connect and from there you move to taking a risk. It is an intensely human process.”

## Moving at breakneck speed

Driven by a generation with no sense of ownership, the sharing economy shuns expensive and under-utilized assets and seeks to do things instantly, efficiently and cheaply. Even startups no longer ask Maryanna Saenko how to raise money to grow their company. Instead, they wonder how long until Google acquires them. Nowadays, the buzz at tech conferences is anchored in virtual reality, a fact bemoaned by Maryanna Saenko, who thrives on human contact. In this new reality, young people

expect to have an avatar with a different skin that they send into the world to interact with other avatars, inciting Saenko to ponder if we really want to change our skin and what will we lose by moving into this world.

## The need to adapt

Ultimately we must all adapt, both in society and at work. Interestingly, Maryanna Saenko is seeing a shift back to the OEM (original equipment manufacturer) model. For example, Uber is partnering with car manufacturers to build vehicles for its fleet. Air taxi companies following the Uber model are the newest trend in aerospace. Rather than selling a physical system, she predicts that manufacturers will shift to selling and operating a service.

Failure to see the next pattern means that companies will disappear. Maryanna Saenko concluded: “Our main challenge now as women, as tech professionals and as employees, is how to stay relevant and make a world in which we remain relevant.”

*“The sharing economy is often considered as altruistic, but I see it as capitalistic: how to capitalize on our assets.”*

Maryanna Saenko



## KEY FIGURES

According to the World Economic Forum, in its first four years, Airbnb built an inventory of **600,000** rooms. Hilton took **93** years, or **23** times longer, a saving of more than a lifetime.

According to PWC UK, in 2015 alone, five key sectors of the sharing economy generated platform revenues of nearly **USD 4 billion** and facilitated **USD 28 billion** of transactions within Europe alone.

Working for sharing economy companies can boost income by up to **15%** according to JP Morgan.

*“How do we move into a world that always feels like magic because we did not grow up with these things?”*

Maryanna Saenko

*“Failure to see the next pattern means failure to adapt, and companies will disappear.”*

Maryanna Saenko



Maryanna Saenko

# WHY ARE REFUGEES ONLY BAD NEWS TODAY?

Breakout session

Moderator:

**Claire Doole**

Founder & CEO, Claire Doole Communications

Speakers:

**Sylvain Attal**

Chief Editor, New Media, France 24

**Angela Charlton**

Chief of Bureau for France, Benelux Nations & North Africa, The Associated Press, Inc.

**Joséphine Goube**

Chief Operating Officer, Techfugees

**Virginie Grogno**

Journalist, Agence France Presse



Most refugees clearly wish to return home, according to the UN High Commissioner for Refugees. While living in exile they would also like to contribute to the societies in which they live, said Claire Doole. So why does press coverage of refugees in Europe appear to be so negative?

News agencies have to report all sides, even if the news is negative, said Virginie Grogno. “We have reported about the violence of refugees throwing stones on the highway, but also good news, such as the volunteers working in the camps,” she said. At the same time, despite such efforts at balanced coverage, many people are still very ignorant about what is really happening. “They tell stories about what they hear, even if these are clearly not true,” Virginie Grogno added.

News agency The Associated Press (AP) tries to ensure proper and independent coverage, Angela Charlton noted. “We can do this because we are collectively owned by our members, so no one is telling us what we can or cannot report,” she said. The AP has made special efforts to produce reporting packages that include different aspects of refugee life, but even if these were picked up

by media, they did not make the headlines. “Two months later, when there were the Paris attacks and it was reported that two of them were refugees, this is what gained the most attention. It’s also because such stories are very political.”

## Countering inaccurate news

Reporting is a collective responsibility the journalists agreed, but matters can go askew with a single tweet focusing on one line taken out of context. “You can’t control this sort of thing,” said Sylvain Attal. “One cannot really fact check what happens on social media.” Infomigrant is a new EU-funded project that France 24 is doing with its German counterpart, Deutschewelle, in order to promote greater social media responsibility and counter inaccurate news. “We all agree that something needs to be done, but we’re also very conscious of the ‘push and pull’ factor created by smartphones and other such technologies,” Sylvain Attal said.

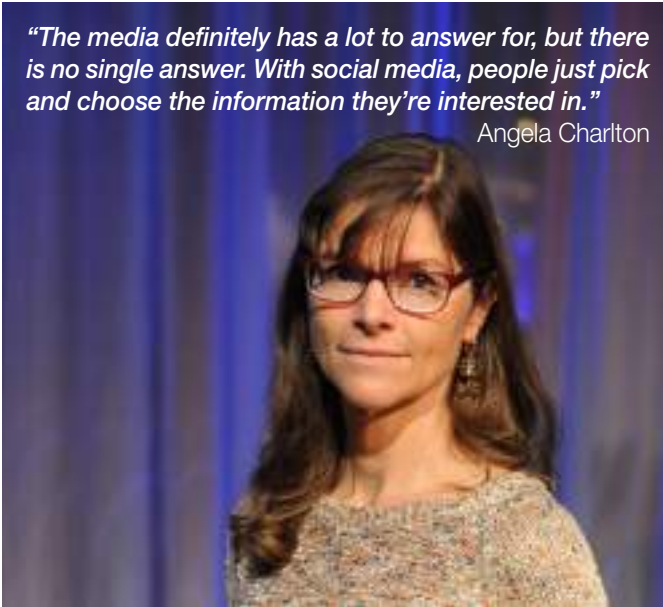
“I don’t blame the journalists,” said Joséphine Goube. “We look at refugees differently. We see them as people who have problems to solve but also as human beings with potential who need education and health support.”

*“Where I live and work in Lille, the National Front is very strong. Many people say they’re going to vote for the Right because they have lost their jobs. We have to report this. We cannot judge.”*

Virginie Grogno

*"The media definitely has a lot to answer for, but there is no single answer. With social media, people just pick and choose the information they're interested in."*

Angela Charlton



*"Many refugees are intelligent, educated and speak four languages, human beings like anyone else."*

Joséphine Goube



*"The traditional press is under threat by social media and lack of resources."*

Claire Doole



## KEY FIGURES

There are **21.3** million refugees in the world.

**53%** of refugees come from countries of conflict such as Afghanistan and Somalia.



Virginie Grogno, Sylvain Attal, Joséphine Goube, Angela Charlton

[More about this session](#)

[Press Report](#)

[Photos](#)

# Rising Talents

by the Women's Forum for the Economy & Society

The Women's Forum Rising Talents initiative aims to distinguish highly talented young women who are on their way to becoming influential figures in our economies and societies. This initiative is a commitment to promote women leaders and bring the vision of rising generations to the Women's Forum.

The Women's Forum for the Economy & Society, Egon Zehnder, Eurazeo and EY share a common belief: that the identification and nurturing of talent among women is vitally important for the future of global business and society. Each year some 20 young women join the Rising Talents network, attend the Women's Forum Global Meeting, and benefit from enhanced networking activities during the event and in the future.

## **Rising Talents are selected on the following criteria:**

- They are no more than 40 years old (as of 30 November-2 December, the dates of the 2016 Global Meeting).
- They have shown remarkable skills and courage in their professional and personal lives. They have proved their ability to take risks and act as catalysts in their organizations and communities.
- They have the potential to achieve great things in the future.
- They are active in all fields: business, civil society, science, research, politics, art, media, sports, NGOs..., with a special emphasis on business profiles, in large companies or entrepreneurial start-ups.
- They come from all five continents and many countries – the goal is that all continents should be represented.
- They speak English fluently.
- They commit to attend the Women's Forum Global Meeting and to being active in the Rising Talents community.

## **Rising Talents Key Facts & Figures:**

- More than 180 members
- 52 countries represented: Argentina, Australia, Belgium, Bosnia, Bulgaria, Brazil, Canada, China, Columbia, Croatia, Denmark, Egypt, France, Germany, Ghana, Greece, India, Indonesia, Iran, Iraq, Ireland, Italy, Jordan, Kenya, Lebanon, Mexico, Netherlands, Nicaragua, Nigeria, Oman, Poland, Portugal, Romania, Russia, Rwanda, Saudi Arabia, Senegal, Singapore, South Africa, Spain, Sweden, Switzerland, Taiwan, Tanzania, Thailand, Tunisia, Turkey, UAE, UK, USA
- Spanning all business sectors (Support Services, Financials, Consumer goods, Basic Materials, Health Care, Energy, Transports, Legal, Luxury goods, Information & Communication), as well as non-profit, politics & institutions, academics, science & technology and art & culture sectors
- Around 20 networking events organized in major cities (Beijing, Dubai, London, Hong Kong, Mexico, New York, Paris, São Paulo, Shanghai)



Anisha Singh



Romina Ressia, Adriana Marais



Brandi DeCarli, Clarisse Toutée, Audra Renyi, Karima Nigmatulina, Khululiwe Mabaso, Evgenia Peeva



# NEXT-GENERATION LEADERSHIP

Breakout session

Hosted by the Rising Talents initiative

Host welcome:

**Evelyne Sevin**

Partner, Egon Zehnder

Moderator:

**Mary Fitzgerald**

Journalist and Rising Talent alumna

Speakers:

**Olga Loskutova**

Managing Director, SABMiller Brands Europe, and 2016 Global Meeting Rising Talent

**Anisha Singh**

Founder & CEO, mydala.com, and 2016 Global Meeting Rising Talent

**Philippine de T'Serclaes**

VP, Global Head of Thought Leadership & Strategic Partnerships; Advisor to the Chairman & CEO, Schneider Electric, and 2016 Global Meeting Rising Talent

**Florence Tondou-Melique**

Chief Operating Officer Hiscox Europe, and 2016 Global Meeting Rising Talent



The Rising Talents Initiative, founded at the Women's Forum 10 years ago, now has over 180 members in 52 countries working in a wide variety of fields. A Rising Talent is a woman aged up to 40 who has shown remarkable skill and courage in her professional and personal life, and has great potential for becoming an influential figure in the future. Each year, 20 women join the network and attend the Women's Forum Global Meeting in Deauville.

A common denominator linking the four 2016 Global Meeting Rising Talents who spoke at this breakout session is a candid acknowledgement of the difficulties they faced in rising to their current position, coupled with a steely determination to take whatever measures were needed to rise above them and push on.

## Resilience and keeping going

"You have to be both bold and resilient," said Philippine de T'Serclaes. "You can control your own unconscious biases, but you can't control the unconscious biases of others or the system. Your journey is a marathon but also a sprint. You can try to accelerate things, but obstacles pile up."

When Olga Loskutova was suddenly thrust into a leadership position in a business in crisis, her boss

distanced himself from the situation. "I realized the importance of being highly professional in managing emotions, both mine and others', so I took a coach," she said.

Anisha Singh's company is now India's largest coupon provider. When setting it up, while pregnant at the time, she had to deal with mistrust from venture capitalists. Some pulled out their money at the last minute, leaving her with no funds to pay a staff of 60. Given the choice of folding the company or investing the last of her savings, she chose the latter and became an overnight success. "They say it takes a village to raise a child," she said. "It's the same with a leader. When so many people are relying on you, you just keep going."

Florence Tondou-Melique agreed. "Leadership is a collective sport," she said. "The volume and pace of information requires us to unleash the collective intelligence of the organization. We have to change the nature of leadership, empower people and be a catalyst for their talents."

Mentoring, whether formal or informal, was forcefully endorsed by all the Rising Talents. Olga Loskutova noted, however, that all her mentors had been men.

*"Hierarchies are changing. The greatest gift you can give to your team is to never say no. Allow them to fail or succeed and make understanding failure part of the journey."*

Philippine de T'Serclaes



*"It's been a rough ride, but I just kept getting up again. When they saw the fire and spirit, even the gods said, 'Let her get up and go forward.'"*

Anisha Singh



*"I've had a mosaic of mentors: leaders, experts in world sports.... But the everyday heroes in daily life also make a huge difference."*

Florence Tondu-Melique

*"When I started my company in India, I was the only female entrepreneur. There were two others who dropped out. It's heartening to see so many coming up now."*

Anisha Singh

*"One leadership size doesn't fit all. You need styles that are appropriate to the situation. It's also about authenticity. We must go through all styles. Each of us is unique."*

Olga Loskutova



Mary Fitzgerald, Florence Tondu-Melique, Philippine de T'Serclaes, Anisha Singh, Olga Loskutova

# DEFENDING YOUR DIGITAL SELF

Breakout session

Session leaders:

**Nighat Dad**

Founder, Digital Rights Foundation

**Christine Runnegar**

Director, Security and Privacy Policy,  
Internet Society



Nighat Dad, Christine Runnegar

Digital security encompasses many things, from the protection of proprietary information and personal data to physical security. Delegates explored individual protection strategies and tools, and examined the growing response to cyber-harassment of young women in Pakistan.

Christine Runnegar opened with a show-and-tell session. One-by-one she pulled out gadgets designed to improve personal cybersecurity – including something she nicknamed a “USB condom.” Mentioned but not shown was a paper shredder for old-school documents.

She gave tips to help ensure device security: keep them always with you, use encryption technology, maintain strong passwords, use multi-factor authentication for access, and stay updated. She suggested deactivating any features that can belie your whereabouts, including image and video tags.

Several websites have emerged over the years to help educate people about online vulnerability. One highlighted “Facebook stupidity” – posts of people using illegal drugs or doing things at work that could get them fired. “Please Rob Me” uses Twitter and Foursquare feeds to discover when you are not home and therefore vulnerable to break-ins. “I Know Where Your Cat Lives” tracks people’s geographical footprints based on cat pictures they post online.

Many large retail outlets tap into mobile phones, overlaying additional technology, to oversee the movements of customers in their stores. To opt out, turn off your phone or use airplane mode while shopping.

Many online tools can boost online security. They range from virtual private networks (VPNs), which mask your true location, to encryption devices, password managers and privacy browsers.

## Cyber-harassment of young women

Young women from conservative families are often denied access to computers and smartphones in Pakistan. A common work-around is the computer at school, where they can tap into social media without the consent of their families.

A Facebook page emerged that reposted profile pictures of young Pakistani women. While the images were universally modest, many of those featured feared violence if family members were to learn that they were online. This led to a successful effort to convince Facebook to delete the offending page. Subsequently a series of workshops have been held at universities to inform people of their rights, legal and otherwise, and help them fight back. A cyber-harassment helpline is being established as well.





Christine Runnegar

***“Keep your device with you.”***  
Christine Runnegar

***Many young women “can be killed in the name of honour if they are online.”***

Nighat Dad



Nighat Dad

# RE-LEARNING HOW TO SHARE

Breakout session

Hosted by Red Hat

Speaker:

**Jackie Yeaney**

Executive Vice President,  
Strategy and Corporate Marketing, Red Hat



Jackie Yeaney, Kyrsten Musich

Red Hat's business model is one of openness and flat hierarchy. Anyone can present an idea, and the CEO regularly lunches with employees. What can the world's largest open source software company teach us about sharing as a business practice? Jackie Yeaney shared her insights into the model and its impact on Millennials.

Jackie Yeaney joined Red Hat after many years in the military and consulting, where you have a vision and execute it quickly and efficiently. At Red Hat, the vision bubbles up from the bottom and the sides, and it can be discussed with thousands of people through an email list of 100,000 names that Jackie Yeaney regularly uses. Her learning curve was steep, as thriving in the sharing approach takes different skills than in more traditional environments. "Open leadership takes a lot of traits that are more present in women. Traditionally, there was a difference between the traits it takes to become a leader, and the ones it takes to be a good leader. Hopefully, this paradigm is over."

According to Jackie Yeaney, the key traits for success in open leadership are:

- Authenticity

- Accessibility
- Never eat alone. Meet with everyone you can, throughout the organization.
- Be trustworthy and show trust.
- Never back down on a promise.
- Be willing to be vulnerable. Admit that you do not have all the answers.

## Is open source here to stay?

A fervent believer in the open source model, Jackie Yeaney does not have any illusions that it is the only way. "The problems businesses face today are too big for any one company to tackle. Open organizations and the sharing economy are still a large-scale experiment. We have no idea how these companies will change the business world going forward and whether we can remain true to our vision." Red Hat's competitive

advantage is its global community of developers looking for new ideas. And with its flat hierarchy, the company is able to act quickly. Jackie Yeaney also noted that success is not about luck, but about paying attention. "Millennials like the open source environment. They demand that the company they work for not only has a mission, but that they be heard, not just be told what to do. Without this, they will walk."

*"Open source environments can be very harsh. Because there are so many ideas coming out, you have to shout loudly and sometimes that crosses a line to disrespectful."*

Jackie Yeaney



Kyrsten Musich, Jackie Yeaney

*“We live in a world of restricted resources but our ability to share is infinite.”*

Jackie Yeaney

*“There are no ‘yes people’ at Red Hat and that feels very good.”*

Jackie Yeaney

## KEY FIGURES

In 2012, Red Hat became the first billion dollar open source company, reaching **USD 1.13 billion** in annual revenue during its fiscal year. Today, the company is worth more than **USD 13.35 billion**.

In 2016, the US government mandated federal agencies to open source at least **20%** of the code they develop over the next three years.

According to the non-profit Open Source Software Institute, there are **180,000** open source software projects and **1,400** unique licenses.



Soline Laforcade, Kyrsten Musich, Jackie Yeaney, Claire Delalande, James W. Hammons, Sylvie Malacarne

# THE SHARING ECONOMY: WHAT'S IN IT FOR WOMEN?

Discovery session

Hosted by the partners of the Social Impact hub

Moderator:

**Anthony Gooch**

Director of Public Affairs and Communications, OECD

Speakers:

**Rohini Anand**

Senior Vice President Corporate Responsibility and Global Chief Diversity Officer, Sodexo

**Malene Rydahl**

Author, speaker, executive coach, goodwill ambassador

**Caroline Sakina Brac de la Perrière**

Executive Director, Mediterranean Women's Fund

**Christine Svarer**

Director HERProject, Business for Social Responsibility



The sharing economy is dominated by affluent, technologically savvy and well-connected people. The challenge is to make it available to those further down the income ladder. “There is a huge opportunity to make the sharing economy business models available to people with lower income and skills,” said Christine Svarer.

Traditional, informal sharing economy systems could provide the basis for new business models, and their processes scaled using sharing economy principles.

The value of the sharing economy is not just monetary: it is as much a human-centred phenomenon as an economic one. “In Asia and Africa 50% of smallholder farmers are women. If they had equal access to goods, equipment and services, they could pull 100-150 million people out of hunger and increase yields by 20-30%,” said Rohini Anand.

Projects that aim to lift people out of poverty also have an economic impact. In Chile, French multinational Sodexo encouraged women to take up beekeeping, to supply their mineworkers in remote locations with honey. The beekeeping association created now exports honey to the EU.

The sharing economy also promotes wellbeing, said Malene Rydahl. Denmark, which topped the 2016 World Happiness Report, functions as a sharing

economy, said Malene Rydahl. It exemplifies the three pillars of the sharing economy: trust, the freedom to be yourself, and a sense of individual responsibility for a common purpose.

“This whole model will bring more wellbeing to people because they feel part of a bigger project and they have individual responsibility,” said Malene Rydahl. The principle can be exported to build communities with a much higher level of trust, she added, citing the case of Bangladesh, where 95% of Grameen Bank microfinance loans (most of which were made to women) were repaid in a country with a trust base of only 5%.

As jobs open up and women travel more, ensuring their security is essential, said Caroline Sakina Brac de la Perrière. Projects such as HarassMap, which started in Egypt, help to provide that security so that women can take advantage of new opportunities. HarassMap uses a mobile app to report, map and investigate harassment of women in the street.

Training and education are needed to protect the vulnerable from well-documented abuse of new technology, particularly social media. “Women need to be trained how to use sharing economy technology and how to make applications based on the needs they have,” Caroline Sakina Brac de la Perrière.



*“One of the challenges in the sharing economy is that it can have bias and we have to remove that from our systems.”*  
Rohini Anand



*“There is a huge opportunity to make the sharing economy business models available to people with lower income and skills.”*  
Christine Svarer



*“In order for a sharing economy to work you have to be trustworthy and show trust in others.”*  
Malene Rydahl



*“Women need to be trained how to use sharing economy technology and how to make applications based on the needs they have.”*  
Caroline Sakina Brac de la Perrière

*“In Asia and Africa 50% of smallholder farmers are women. If they had equal access to goods, equipment and services, they could pull 100-150 million people out of hunger and increase yields by 20-30%.”*

Rohini Anand

*“This is the time to build into these new business models principles such as inclusivity and gender equality, rather than trying to build them in many years later.”*

Christine Svarer

*“Countries where people live well have high levels of trust.”*

Malene Rydahl



Anthony Gooch

## KEY FIGURES

Global revenues from the sharing economy are **USD 15 billion** today with the potential to rise to **USD 335 billion** by 2025.

In the United States corporations spend **USD 8 billion** on wellness programmes which are taken up by only **4%** of employees.

In Asia and Africa **50%** of smallholder farmers are women.

# HELPING WOMEN COMMUNICATE FROM A #POSITIONOFSTRENGTH

Discovery session

Hosted by Twitter

Speaker:

**Audrey Herblin-Stoop**

Head of Public Policy France, Twitter



Twitter hopes to create a space where users – 50% of whom are women, and many young – feel free to express themselves. “We know that women are less comfortable than men expressing themselves, and that it’s worse online. We want to change that, and we want Twitter to be a part of this change,” said Audrey Herblin-Stoop. She outlined tools and strategies to help women build confidence on Twitter, use it safely and deal with negative interactions.

One such tool, #PositionOfStrength, is Twitter’s advocacy campaign for women to share their engaging, unique stories, amplify their voices and stand up to discrimination. Other measures empower women to control their Twitter experience by muting content, hashtags and offensive words or phrases. Users can unfollow or block other users. Since Twitter is public, it is important to remember to practice discretion as a safety measure: “avoid sharing phone numbers or intimate content, and tell teenagers not to do this either,” suggested Audrey Herblin-Stoop.

The platform has rules against threats, harassment, bullying and hateful content, but abusive behaviour

still occurs. When it does, users must report it. “Twitter needs to know about it so we can react,” said Audrey Herblin-Stoop. Users can now send multiple tweets in the same report to provide additional context and facilitate the investigation of the issue. If you experience a direct threat on Twitter, Audrey Herblin-Stoop said to contact your local law enforcement agency.

Muting or blocking negative users on Twitter does not eliminate discrimination and bias, but we can and should challenge these ideas on Twitter, said Audrey Herblin-Stoop. Noteworthy endeavours include #ILookLikeAnEngineer, which has grown into a successful movement for diversity in the technology sector and, #ItsnotOK, a high-profile campaign raising awareness and discussion around sexual abuse.

To address discriminatory tweets from a #PositionofStrength, Audrey Herblin-Stoop suggested women “use humour, be clever and, above all, be yourself.”

***“We know that women are less comfortable than men expressing themselves, and that it’s worse online. We want to change that, and we want Twitter to be a part of this change.”***

Audrey Herblin-Stoop



Twitter corner



Audrey Herblin-Stoop

*“#PortesOuvertes connected people living near the Bataclan who were willing to provide shelter to those in need of rescue during the Paris attacks, and #ItsnotOK raises awareness and discussion around sexual abuse and sexual violence.”*

Audrey Herblin-Stoop

## KEY FIGURES

**More than half** of the **317 million** people on Twitter are women.

**1 billion** tweets are sent every 2 days.

# A GLOBAL COMMITMENT TO FIGHT CHILDHOOD CANCER

Discovery session – Sanofi corner

Hosted by Sanofi

Speaker:

**Anne Gagnepain-Lacheteau**

Medical Director, Sanofi Espoir Foundation



Anne Gagnepain-Lacheteau

The Sanofi Espoir Foundation seeks to reduce healthcare inequalities with a focus on three pillars: childhood cancer in developing countries, maternal and neonatal mortality, and improving access to healthcare for underprivileged populations in France.

Through its My Child Matters (MCM) programme, the Foundation upholds a longstanding commitment to fighting childhood cancer in low- and middle-income countries. Although today treatments exist and doctors know how to cure childhood cancers, there are large disparities between rich and poor countries. In developed countries, the survival rate is about 80%. In developing countries, where 80% of cancers occur, the survival rate is 20%.

***“Our goal is to give all children in the world access to existing treatments. With these, we are able to cure 80% of the cancers.”***

Anne Gagnepain-Lacheteau

## **Grassroots solutions to reduce childhood cancer**

Anne Gagnepain-Lacheteau presented examples of MCM initiatives. In Paraguay, MCM works with Dr. Angelica Samudio of the Paediatric Cancer Centre of the Asuncion Hospital, which was experiencing a high dropout rate of young cancer patients. Ten years ago, 20% of children routinely stopped treatment because their families lived too far from the centre. A satellite clinic was set up to ensure that each child could receive care relatively close to home, and today the drop-out rate stands at 0%. “We observed a real ‘before and after’ with this programme – it has totally

changed survival rates and the prospects for these children,” said Anne Gagnepain-Lacheteau.

In Morocco, in response to a lack of doctors trained in paediatric oncology, the Foundation worked with two paediatric oncologists to build a school that today trains healthcare professionals from all French-speaking countries in Africa. Participants must return to their home countries to work after their training. Each year, there are 20 graduates and since it was started three years ago, 60 people have completed the programme.

Retinoblastoma is a highly curable form of cancer in developing countries. In France there are 50 new cases each year and the cure rate is 100%. With early diagnosis, treatment is simple but when the disease is not diagnosed in time, the prognosis is poor. My Child Matters supports training in certain African countries to tackle this problem, including support for parents.

In the ten years since the My Child Matters programme was launched, it has made a clear impact on children and their families:

- 65 projects have supported in 40 countries.
- 50,000 children have received care.
- 15,000 healthcare professionals have been trained.





Anne Gagnepain-Lacheteau

## KEY FIGURES

Worldwide, each year **300,000** children and adolescents are diagnosed with cancer.



Anne Gagnepain-Lacheteau

# BREXIT: THE JOURNEY BEGINS

Discovery session – Finance hub

Hosted by Hogan Lovells

Moderator:

**Sharon Leclercq-Spooner**

Partner EPPA and Member of the Board,  
EurActiv.com

Speakers:

**Nicola Evans**

Partner, Hogan Lovells

**Sharon Lewis**

Partner and Finance Practice Group Leader,  
Hogan Lovells



Sharon Lewis, Sharon Leclercq-Spooner, Nicola Evans

The United Kingdom has a very weak negotiating position for Brexit in legal and technical terms, said Sharon Lewis. People in the UK are deluded about what they can achieve, she added: when you choose to leave a club you do not hold all the cards. Prime Minister Theresa May has to deliver on immigration and sovereignty, but in Europe they are keen to make it difficult for her, not least because they do not want other countries to follow the UK's lead. "They want to punish the UK. It is going to be a long game," Sharon Lewis said.

It might be too long a game for many businesses in the finance sector. If passporting (whereby once you have authorization to transact business in one EU member state this is applicable across the single market) and equivalence (whereby you can conduct business if your regulations are equivalent to those of the EU) are no longer applicable in the UK, companies will have to look elsewhere for a base from which to do business in Europe.

## Complications and costs

Paris, Frankfurt, Luxembourg and Dublin are the front-runners. But it will come at a cost. Banks will look at the regulatory environment and how easy it

is to move their people around. Dublin might play well, because Irish and English law are close, the two countries have good ties and share English as a common language.

Free access to education, healthcare and social benefits has made the UK a magnet for migrants, said Sharon Lewis. "It is a fundamental difference. In the EU you have to treat everybody equally. If you have something that is free, it is very attractive to people who are moving." The demographics in the UK have been changed by immigration too, and that will play out in the politics of Brexit.

***"The City of London will not disintegrate and it will continue to be a big player. It may shrink, but no one country in Europe will benefit from that."***

Sharon Lewis

Brexit is further complicated because different parts of the UK have different ideas about Europe. Trying to negotiate Brexit at the same time as negotiating a Scottish exit from the United Kingdom would be a horror story, said Nicola Evans. "Adding Scottish independence into the mix makes the whole thing unsolvable."

The UK cannot negotiate other trade deals while it is still a member of the EU, so two years after triggering Article 50 the UK will not have any negotiated trade deals in place, but it will be subject to World Trade Organization provisions.



Sharon Lewis, Sharon Leclercq-Spooner, Nicola Evans

*“There will be opportunities. We need to put our heads together to work out what they are.”*

Nicola Evans

*“The uncertainty will go on for years and years.”*

Nicola Evans

*“The strands that tie us to Europe are multifold.”*

Sharon Lewis

*“Article 50 was written on the basis that it would never be triggered.”*

Sharon Lewis

*“The banks will not wait for the political cards to play out.”*

Sharon Lewis

## KEY FIGURES

**70%** of people in Scotland voted to stay in the EU.

There are **400,000** French people living in London.

Speaker:

**Sabine Busse**

Head of Account Management  
and Business Development, ABB Europe



Sabine Busse

Taking on the challenges posed by the digitalization of industry has led to a range of solutions and opportunities for ABB. The two main examples of the digitally-driven changes facing the company are the energy revolution – as characterized by the introduction of renewables into the market and by consumers being able to make their own energy decisions – and what has become known as the “fourth industrial revolution,” Sabine Busse said.

Already, ABB is deeply involved in this changing world, with over 70 million ABB devices recording data in operation worldwide. All these devices are equipped to speak to each other, Sabine Busse explained. “However, we must master the brain that analyses all the data that we capture,” she continued. If that can be accomplished successfully, ABB sees the digitalization of the market being worth USD 20 billion.

***“We’re getting ready to connect businesses across continents to the benefit of our customers and, dare I say it, society at large.”***

Sabine Busse

ABB recently launched ABB Ability, a collaboration with Microsoft aimed at leveraging these “data spots” and turning the insights they provide into direct action. In energy, for instance, where USD 80 billion are lost each year from power outages in the US alone, ABB Ability is working to make substations more intelligent, predictively analysing data so that customers can better manage the grid, Sabine Busse said. In shipping, data analysis on board vessels about the impact of phenomena such as weather and tides is already saving 20% in repairs and 5% on fuel costs.

The same technology is also being used to create smart homes, with a more efficient use of basic features such as lighting and temperature controls promising to make a significant dent in the energy usage of buildings, which currently account for 60% of electricity consumption worldwide. “Every day I’m amazed about all the technology solutions to the problems which face us,” Sabine Busse concluded.

*"Changes are driving us into a more sustainable world."*

Sabine Busse



## KEY FIGURES

There will be a **USD 7 trillion** investment in renewables over the next 25 years.

The latest generation of transformer can send renewable energy more than **3,000 kilometres**.

Over **90,000** vessels are at sea worldwide consuming over **400 million** tonnes of fuel per year.

Buildings consume over **60%** of the world's electricity.



Sabine Busse

# CASE STUDY: BRINGING MORE WOMEN INTO TECH

Discovery session – The Lab

Hosted by Lenovo

Moderator:

**Catherine Ladousse**

Executive Director Communications EMEA,  
Lenovo and President, Association Cercle InterElles

Introduced by:

**Claudine Schmuck**

Consultant and Associated Director, Global Contact

Speakers:

**Irene Acedo Rico**

Data Center Group Sales Executive Director, Lenovo

**Antigoni Chrysostomou**

Director Technical Sales Central, Lenovo

**Christine Dehnel**

Global Inside Sales Manager, Lenovo South Region

**Agnès de Lavarde**

Legal Director and Co-founder, Wosomtech-Creative  
Space Lab

**Maite Ramos**

Head of Product Management Iberia, Lenovo

**Jullie Wogelius**

Inside Sales Channel Leader Nordics, Lenovo



Claudine Schmuck, Antigoni Chrysostomou, Christine Dehnel

Many companies are puzzling over how to address the fact that the technology sector traditionally does not attract many women. In an effort to change this situation, Lenovo launched a video and digital campaign to encourage more women to apply for jobs at the company. In the two months after launch they received more than 2,500 job applications from women.

One of the main challenges for technology companies in the quest to address gender balance is the low number of women who graduate in the sector. Interestingly, this is more of an issue in the West than in other parts of the world: for example, in Myanmar, more women graduate in computer studies than in the United States.

Another important element that is not often talked about is the high rate of women who leave the field 10 or 15 years after graduation, said Claudine Schmuck. Companies need to adopt policies to address this such as allowing employees to work flexible hours, she said.

Having more women in technology companies would be beneficial for business, said Antigoni Chrysostomou. Women have skills and strengths

that are helpful, such as empathy and listening skills. “Bringing the other half of society into the company could improve the climate,” she said. Christine Dehnel said that having more women on her team has had a direct impact on performance. Women are better at team work and create more integration and sharing, she explained.

## The importance of balance

“It is about balance, we need men and we need women,” said Maite Ramos. Having both male and female perspectives is important, agreed Irene Acedo Rico. Women have a different point of view, she said. New technologies are coming on stream rapidly and this offers opportunities for women to get involved, said Agnès de Lavarde. “We need everyone to be involved in building this new world.”

*“In sales, the women’s need to mother and to take care will be a great benefit since we will manage people’s needs.”*

Jullie Wogelius

To encourage more women into the technology industry we need to change the stereotypes, said Catherine Ladousse. This can be done by putting more women visibly in charge. Young girls need to be told they can do whatever job they want to do, said Jullie Wogelius. “That should be a key message in society and in the family. People should be what they want to be.”

*“Flexibility is one of the key assets to facilitate the careers of women.”*

Catherine Ladousse

*“There is a strong need for gender balanced policies in this sector.”*

Claudine Schmuck

*“The important thing is a balance, having the two perspectives.”*

Irene Acedo Rico



Maite Ramos

*“Bringing the other half of society into the company could improve the climate.”*

Antigoni Chrysostomou

*“Women bring skills and talents as much as men.”*

Christine Dehnel

*“We need everyone to be involved in building this new world.”*

Agnès de Lavarde

*“It is about balance, we need men and we need women.”*

Maite Ramos



Antigoni Chrysostomou

## KEY FIGURES

In the field of engineering, the proportion of women who leave **10-15 years** after graduation is **40%**, but this drops to **9%** for women who graduated in business and law.



Irene Acedo Rico

# ENTREPRENEURIAL SPIRIT: WOMEN ON THE MOVE

Discovery session – Renault-Nissan Alliance corner

Hosted by the Renault-Nissan Alliance

Moderator:

**Blanca Garcia**

General Manager, External Communications,  
Renault-Nissan Alliance

Speakers:

**Claire Saddy**

CEO, Les Pionnières

**Mélanie Péron**

Founder and CEO, L'Effet Papillon

**Katell Perrot**

Co-founder and Director, Toofruit



Blanca Garcia, Claire Saddy, Katell Péron

How did two women – a marketing manager at L'Oréal and a librarian in Brittany – embark on the path of entrepreneurship? In this session, hosted by the Renault-Nissan Alliance, Katell Perrot and Mélanie Péron discussed the support and challenges they met along the way. Katell Perrot left her marketing job at L'Oréal to start Toofruit, which offers organic skincare products for children. Mélanie Péron created L'Effet Papillon to promote wellbeing among hospital patients, notably through a virtual reality tool, Bliss. Both benefitted from the support of Les Pionnières, which provides women entrepreneurs with support, coaching and training in both hard and soft skills. “Nobody is born to be an entrepreneur,” said Claire Saddy. “You become one.”

*“When I started, I thought I would just have to jump hurdles, and that would be it. In truth, it’s like a marathon, combined with hurdles, but I wouldn’t swap it for the world.”*

Katell Perrot

## Finding a niche

At L'Oréal, Katell Perrot was asked to launch a skincare brand; her team acted like a startup within the company and gave her a taste for entrepreneurship. When the project ended, she decided to start her own company, using her skills in cosmetics and marketing to look for a gap in this market. Skincare products were available for babies, teenagers and adults, but not for children between six and 12. Toofruit now offers children 18 different products for

the hair, face and body. Since its launch about four years ago, the business has grown rapidly, with more than 500 points of sale. The main challenges are the need to raise capital and to create a digital presence. “When I started, I thought I would just have to jump hurdles, and that would be it,” Katell Perrot said. “In truth, it’s like a marathon, combined with hurdles, but I wouldn’t swap it for the world.”

Mélanie Péron was a librarian in a cultural association when her husband was diagnosed with cancer.

His illness, hospitalization and growing social isolation drove her to create L'Effet Papillon. The company’s activities include bringing storytellers and entertainers to patients, as well as the development of Bliss, a virtual reality therapeutic tool. This immersive experience lasts 15 to 30 minutes; it helps reduce anxiety and pain, and can diminish the need for pain medication such as morphine. Initial tests in 2016 were promising, and a clinical study will take place in 2017. Mélanie Péron offers this advice for women who want to be entrepreneurs: “Gandhi said, ‘Be the change that you wish to see in the world.’ So don’t be afraid – just go for it.”





Blanca Garcia, Claire Saddy

*“Gandhi said, ‘Be the change that you wish to see in the world.’ So don’t be afraid – just go for it.”*

Mélanie Péron

*“Nobody is born to be an entrepreneur. You become one.”*

Claire Saddy



Katell Perrot, Mélanie Péron



# HOW DO NEW BUSINESS MODELS AND TECHNOLOGIES CREATE SOCIAL IMPACT?

Discovery session – Orange corner

Hosted by Orange

Moderator:

**Véronique Forge**

Founder and Chief Editor, Business O Feminin

Speakers:

**Joëlle Hazoume Alao**

Orange Money Director in Guinea

**Léa Thomassin**

Co-founder, HelloAsso

**Sajida Zouarhi**

PhD student at Orange Labs,

Blockchain expert @Magmateek



Léa Thomassin, Sijida Zouarhi, Véronique Forge, Joëlle Hazoume Alao

Technology is fostering economic development and changing the way we live and do business. The Internet is also facilitating crowdfunding and other forms of alternative financing to bring together donors and recipients in a transparent and economical way.

Joëlle Hazoume Alao outlined for delegates the operation of the mobile finance tool, Orange Money. The service allows users access to up to EUR 2,000 without the need for a bank account. “The mobile account works as a wallet,” she said. In Africa, relatively few people have bank accounts, particularly in rural areas, but almost everybody has access to a mobile phone. The application opens up a range of business opportunities.

It is being used by rural women in the so-called ‘tontines’ groups of West Africa, through which they have traditionally pooled resources. “Women use it to start new businesses and for projects, even for marriage and baptism expenses,” she said.

The web has provided non-profit organizations with a cheap and economical way of raising awareness about their activities. In France, there are 1.3 million non-profit organizations, and 22,000 are using the services of HelloAsso, a participative platform

supporting non-profit associations. The business model is different because it is not based on fees. Instead, users are invited to donate. “We were pleasantly surprised. Today 60% of donors leave a tip,” said Léa Thomassin.

## **Blockchain: sharing the value of data with the user**

Blockchain, which began with the cryptocurrency Bitcoin in 2008, is a vast public register that cannot be hacked. “Today we live in a connected world. Devices to collect data raise questions about privacy. Blockchain can be a solution,” Sajida Zouarhi told delegates. It also offers the opportunity to “monetize” the value that the user provides, she added. Elsewhere, data is stored without users knowing what is being done with it. “If you know who is using the data and its value, you can give some of this value to all, including the user. It is really about sharing the value.”

*“A lot of information is getting to young people through the web and we have to make sure that it is not just directed in one way and that all interests are represented.”*

Léa Thomassin

“In the peer-to-peer community, we don’t need intermediaries,” Sajida Zouarhi added. But this does not mean that traditional organizations, such as banks, will have no role. They will still provide services, such as advice, that Blockchain might not offer, but they are going to have to review their business model.

*"Technology is neither good nor bad.  
It all depends on how you use it."*

Sajida Zouarhi



*"There is a sense that people are more and more getting together, even at community level, for example, to share a garden."*

Léa Thomassin



## KEY FIGURES

In Africa, only **20%** of people have a bank account but **80%** have access to mobile phones.

France has **1.3 million** non-profit organizations.



Véronique Forge, Joëlle Hazoume Alao

[More about this session](#)

[Press Report](#)

[Photos](#)

# CONSTRUCT AND SHARE YOUR STORY WITH LEGO® SERIOUS PLAY®

Workshop

Hosted by Wavestone

Host welcome:

**Paul Mourey**

Manager Energy & Utilities,  
Creator and Director of Creadesk, Wavestone

Session leader:

**Jacqueline Lloyd Smith**

Founder, Strategic Play Group Ltd.,  
and We Play 4 Goo



Not only do serious people play with Lego® during business workshops, but they laugh a lot in the process. During this highly dynamic interactive networking lunch, facilitator Jacqueline Lloyd Smith gave delegates individual packets of Lego® bricks and guided them as they built creations representing something about themselves and what motivates them.

### Building something metaphorically

The method utilizes specially packaged bricks made by the Danish company (the proprietors of the Lego® Serious Play® technique). Lego® play can be used to solve all types of workplace conflicts and problems that arise within businesses and organizations – for example, to deal with a lack of alignment among team members, working in silos, and thorny problems like micromanagement, excessive red tape, reliving the past, group think, and resistance to change.

“Using our hands to build in the real world helps us build in our minds,” said Jacqueline Lloyd Smith, explaining how it enables people to articulate what

they are thinking in a very dynamic way, externalizing knowledge that needs to come out and be shared. “As they build, participants can de-construct and re-construct reality and actually change their minds.” For example, a Californian city working on the problem of homelessness recently used Lego® play for current analysis and future visioning.

Because the bricks are connected and interconnected, playing with them allows people to make connections, externalize knowledge and realize things they did not even know they knew. “It leads to ah-ha moments,” said Jacqueline Lloyd Smith. In her experience, teams already know the answers to their problems and the exercises allow them to bring this information forward.

She emphasized the importance of generous listening (as opposed to fake listening) among all the participants, because playing starts out slowly to go fast in the end. “It’s hard fun, because we are going to get every idea out of your brain, even the ones you didn’t even know were in there.”

*“Lego® play allows us to build what we are thinking. Once we do that, we can talk about our thoughts and our ideas. Using our hands to build in the real world helps us build in our minds.”*  
Jacqueline Lloyd Smith



***“We can solve all the problems in the world through diversity of thought.”***

Jacqueline Lloyd Smith

***“Humans are hungry for more time to build things together.”***

Jacqueline Lloyd Smith



Jacqueline Lloyd Smith



Paul Mourey, Jacqueline Lloyd Smith, Delphine Escudero

# SURVIVAL OF THE FRIENDLIEST

Workshop

Moderator:

**Sophie Lambin**

Co-Founder and Managing Director,  
Kite Global Advisors

Speaker:

**Paul Skinner**

Founder and CEO, Agency for the Future  
and Pimp My Cause



Sophie Lambin, Paul Skinner

Businesses that collaborate with each other can reap greater rewards than those that follow a traditional competitive model. That was the theme of the session led by Paul Skinner, illustrated through an extensive interactive exercise.

Instead of a business environment that follows the principle of survival of the fittest, he said, we should foster one that celebrates survival of the friendliest, in which companies reach out both to one another and to their customers to collaborate on projects.

## Snuggle for survival

Conditions are primed for this, Paul Skinner said. “The sharing economy facilitates collaboration by plugging us in to our peers.” Even so, a new model for collaboration must be actively built, because the old model, which says the focus of business should be competition, is so deeply ingrained.

He suggested five questions businesses should ask themselves to help create such a model.

- What interest or activity does your organization enable people to do?
- What opportunities to do this does it already create? What new opportunities could it create?
- How could you enhance people’s ability to participate?

- Who are your strongest supporters? How could they help you reach others?
- What partnerships do you currently have? What partnerships could you create and how?

The answers businesses have found to these kinds of questions have led to some unpredictable collaborations. “Sometimes the more unusual collaborations are the best,” Paul Skinner proposed, citing EasyJet’s partnership with Formula 1 mechanics to speed up their flight turnaround times as an example.

Paul Skinner invited the delegates to examine his proposal among themselves in groups of three, collaborating on their responses to his talk. Many wanted to know if women are better at fostering a business model that favours friendliness. In response, Paul Skinner quoted research from experiments done with MRI scans that suggest we use a different part of our brain when trying to solve a problem collaboratively than when trying to do so in competition. “Working together we use the part of the brain associated with empathy,” he said. “So women probably do have more advantage (in creating a collaborative system).”



Sophie Lambin, Paul Skinner

***“Survival of the friendliest is the counterpoint to survival of the fittest; we want more of a snuggle for survival than a struggle for survival.”***

Paul Skinner

***“Who you get on your side will affect your business’s outcomes far more than who you are competing against.”***

Paul Skinner

***“If we look to the coming decades, as much will need to be done to build collaborative advantage as was done to build competitive advantage.”***

Paul Skinner



# OVERHAULING DEMOCRACY

Workshop

Session leader:

**Didier Pourquery**

Managing Editor, *The Conversation France*

Speakers:

**Jo Ann Hardesty**

President, NAACP Portland Branch,  
and Board Member, Human Solutions

**Ana Theresia Hontiveros-Baraquel**

Senator, Republic of the Philippines

**Anja Wyden Guelpa**

State Chancellor, Republic and State of Geneva



Jo Ann Hardesty, Anja Wyden Guelpa,  
Ana Theresia Hontiveros-Baraquel, Didier Pourquery

From Europe and the United States to Asia, populist parties and leaders are riding the wave of social and political discontent. How can citizens be encouraged to get involved in democratic processes and bring about informed change to political institutions?

Ana Theresia Hontiveros-Baraquel spoke about human rights abuses under the new Philippine president and the struggle for democracy during martial law in the 1970s and 1980s. She said, “What has hit us so hard is that the rights that we thought we had fought for and already won have come under attack again.” She stressed the importance of education in protecting democracy: “It is necessary to teach the constitution to young people so they know it is a living document that must be defended.” Today’s youth should be more aware that only a generation and a half ago, people fought and many died to overturn a dictatorship and return to the democratic process. A good sign for democracy is that young people are taking to the streets to protest, most recently against the dictator’s burial in the national heroes’ cemetery.

## Power and trust

Democracy is on far more solid ground in Switzerland, but it is also very important to educate its people – especially the youth – about democratic processes and encourage them to vote. The country strives to promote electronic voting, transparency and participative democracy. “We have a representative democracy but also a direct democracy,” said Anja Wyden Guelpa. In Switzerland, she said, 82% of the people trust the government and public institutions, compared with 45% in Germany and 47% in France. “Direct democracy is the main reason for this trust,” she said. “People know they have power.” The Swiss vote on referendums many times a year, and they can choose the subjects of the referendums themselves.

In the United States, Jo Ann Hardesty said, “We don’t have a voting system that we can truly trust.” She added: “The political system is based on money. He or she with the most money wins.” She, too, stressed the need for educating people and especially the young about democracy and making them aware of the need to defend hard-won rights over and over again. “We have ebbs and flows in democracy,” she said. “All rights are temporary, based on who’s in power, based on whom those in power listen to and based on whether or not they engage broader population.”





Anja Wyden Guelpa



Jo Ann Hardesty



Didier Pourquery



Ana Theresia Hontiveros-Baraquel

***“No human rights are ever permanent.”***

Jo Ann Hardesty

***“The classic populist leader styles himself as the only general representative of people’s feelings and aspirations, and he will style any opposition or criticism as coming from the elite.”***

Ana Theresia Hontiveros-Baraquel

***“Direct democracy is the main reason for trust. People know they have power.”***

Anja Wyden Guelpa

## KEY FIGURES

In Switzerland, **82%** of the people trust the government.

# LEADING WITH RELATIONAL INTELLIGENCE

Workshop

Session leader:

**Valérie Gauthier**

Professor, HEC, and author, *Leading with Sense*,  
*The Intuitive Power of Savoir-Relier*



Developing leadership depends on one's ability to accept failure and also on using one's senses to pull things together, said Valérie Gauthier. Citing her experience as a quasi-professional skier, she stressed the importance of embracing humility as a means of building self-confidence in order to inspire trust. "This is what 'savoir-relier' can help achieve," she said, notably the capacity to build 'sense' relationships within complex systems and across boundaries.

"Savoir-relier" (literally, knowing how to 'connect, bind or rely on') is a skill that can be learned to help develop resilience. "We are all governed by unpredictable events. We all have our own black swans in our lives," Valérie Gauthier explained. This notion of unpredictability makes one think differently, and involves the need to understand concepts such as sensations, meaning, consensus, common sense, discernment and vision. As an example, she described an incident when she and a group of skiers had been climbing for several hours but were suddenly ordered by their guide to move aside. Seconds later, an avalanche roared down. The guide had sensed the vibrations in his boots and, without thinking, had responded. Had he thought about it,

***"Looking at yourself honestly in the mirror is not about leadership. It is about who you really are."***

Valérie Gauthier

she said, it would have been too late. "This sort of information is critical if you wish to interact with the world and people around you," she said.

Valérie Gauthier asked delegates to comment using seeing, thinking and feeling on two paintings, one by Van Gogh, the other by Monet. All came up with different interpretations, some seeing hope and despair, others beauty and strength of nature. "None of us sees the same thing," she said. "Our brains are overwhelmed by what they perceive so we filter things differently. One immediately begins interpreting and drawing conclusions about one's own environment." This is why it requires skills to grasp what is happening outside one's comfort zone.

To work on resilience by building a sense of self, we need to develop three qualities, known as the three 'Gs'. These are to be "genuine," embracing confidence but also knowing one's limits; "generous" in the sense that one is engaged and passionate, engendering trust in others; and "generative", having the ability to deliver. "You can't change other people, the only person who can change you is yourself," Valérie Gauthier said.



*“If you are resilient, it means that you have survived something.”*

*“Shared responsibility for shared goals leads to individual quality relationships.”*  
Valérie Gauthier

## KEY FIGURES

**192** countries have online access to this training approach.

**80%** of those Valérie Gauthier teaches are men. Women are ahead of the game when it comes to sensibilities, but they need to practice sharing it.



# BEYOND THE HEADLINES: THE BLOCKCHAIN STORY RETOLD

Workshop

Moderator:

**Myria Saarinen**

Partner, Latham & Watkins France

Speakers:

**Nathalie Beaudemoulin**

FinTech Innovation, ACPR

**Philippe Denis**

Chief Digital Officer, BNP Paribas Securities Services – Leader Blockchain Initiative for BNP CIB

**Fiona Maclean**

Associate, Latham & Watkins

**Catherine Philippe**

Partner IT Financial Services, KPMG

**Alice Dunoyer de Segonzac**

Associate, Latham & Watkins



Blockchain has been presented as even more revolutionary than the Gutenberg Press, the steam train and the Internet, said Myria Saarinen. First described in 2008, it was originally the underlying technology of the online currency Bitcoin. Blockchain has emerged from the shadow of Bitcoin as its potential uses have become apparent.

Blockchain (and the distributed data ledger technology that underpins it) offers a new approach to data management and data sharing which is decentralized, secure and requires no trusted third party. It allows transactions over a network to be recorded and stored irrevocably, linked and encrypted, with an auditable transaction history.

## A disruptive technology

Blockchain lends itself to the management and sharing of data on areas such as energy consumption, health and medical data, property ownership and personal information. Other potential applications include government services and identity registers.

Financial services companies are already implementing the technology in niche areas, although it will take more time to develop systems to handle hugely complex settlement and clearing operations, said Philippe Denis.

The potential for disrupting existing businesses is manifest, as it enables person-to-person contracts

without the middleman. “Blockchain is the ultimate tool for disintermediation,” said Catherine Philippe. “It is the Uberization of Uber – you do not need a third party anymore.”

The immutability of data in blockchain is very interesting to the legal industry, noted Alice Dunoyer de Segonzac. “It could put an end to burden of proof debates.” Blockchain can make simple contracts automatic, but immutability becomes a problem when people want to change their mind – these “smart contracts” have no compromise dimension.

Regulation and consumer protection is also an area of concern. Blockchain is classed as pure technology, which is not subject to regulation. “There has to be a legal definition of a smart contract so that it is clear who is responsible in the event of fraud or failure,” said Nathalie Beaudemoulin. There is no governance or accountability in public blockchains like Bitcoin.

There is a direct conflict between the demand for innovation in financial services and the opportunities that using blockchain offers on one hand, and a community that is very aware of data and privacy issues on the other. “People want to do everything on their phone but want privacy too. How do we deal with a generation that wants both?” questioned Fiona Maclean.



Nathalie Beaudemoulin



Alice Dunoyer de Segonzac



Fiona Maclean



Myria Saarinen



Catherine Philippe



Philippe Denis

*“Blockchain requires huge amounts of computing power, so it brings environmental issues with it.”*

Catherine Philippe

*“Regulation and innovation are not contradictory.”*

Nathalie Beaudemoulin

*“Blockchain could help to make electronic voting more reliable.”*

Alice Dunoyer de Segonzac

*“The next step is to use distributed ledger technology to create a digital identity. This will be a cornerstone of the technology.”*

Philippe Denis

*“How do we utilize blockchain and distributed ledger technology and make it comply with existing data protection and MIFID regulation? Getting it to fit is the challenge the regulators have.”*

Fiona Maclean

*“We are endowed with reason and conscience, but where is the conscience in blockchain?”*

Alice Dunoyer de Segonzac

*“Blockchain disempowers institutions.”*

Alice Dunoyer de Segonzac

*“Automatic validation by consensus, governed by computer algorithms, is a central part of blockchain. It raises regulation and governance issues.”*

Catherine Philippe

## KEY FIGURES

There are **60,000** people working in the fintech sector in London – more than in Silicon Valley or New York.

Bitcoin is limited to 10 transactions per second, compared with **20,000** Visa transactions every second.

# AMAZING WOMEN: AMANI YAHYA

Short plenary session

Conversation led by:

**Su-Mei Thompson**

CEO, Hong Kong's The Women's Foundation

Speaker:

**Amani Yahya**

Yemen's first female rapper



Amani Yahya is the first female rapper from Yemen, one of the poorest Arab nations and recently devastated by war. In the last 18 months, 7,000 people have been killed and more than 35,000 injured due to air strikes. Some 80% of population needs humanitarian aid. "I used to see war on TV happening in other places, but then suddenly I was in it. We had to run away, to leave our home. I never imagined my family or my people going through this," said Amani Yahya.

*"Girls message me and say they want to do the same thing ... they are proud of me. Boys think it is cool to speak English, and they get really excited about what I am doing."*

Amani Yahya

## A voice for Yemeni women and beyond

The obstacles facing women and girls in Yemen are "serious, and people need to hear about it," said Amani Yahya. Women have restricted rights to work. Girls cannot leave the house without permission from their fathers. Forced marriage and the violence associated with it are concerns. One in four girls is married before the age of 15. A 12-year-old girl died from internal injuries just four days after an arranged marriage earlier this year, and another 12-year-old recently died while struggling to give birth, noted Su-Mei Thompson.

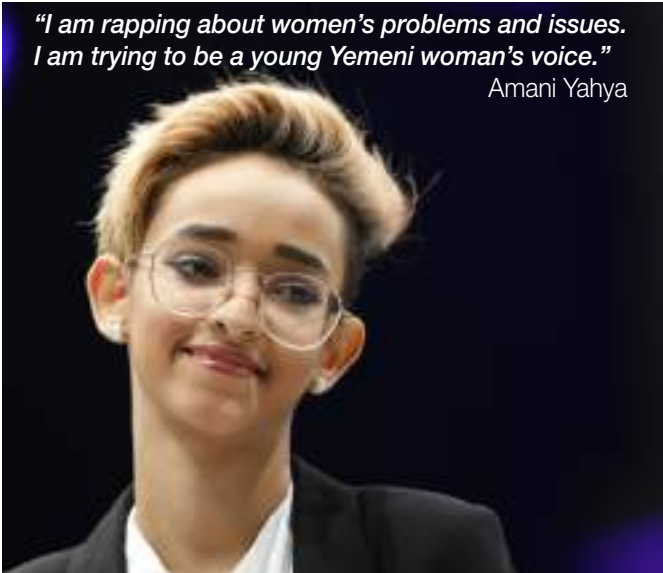
Amani Yahya's songs address these sensitive issues. She raps in English to get her message out far and wide. She performed part of "Maryam" about a girl married at age 11, robbed of her childhood. "I want to represent young girls' voices, and tell stories about girls in general, not only in Yemen, but in the Middle East and everywhere. It's a mission," the performer said.

Backlash and other challenges have not dented her musical ambitions. "We have gangsters and militias, and I have received threats," Amani Yahya said. As soon as she wanted to start recording, the war happened, so she has no recordings – yet. "People think I've given up, but I've been trying to compose music and songs. I am working hard on this now," she told the audience.

Her fan base is made up of young girls and boys alike. "It's good to have their support," said Amani Yahya, adding: "This is the new generation that is going to change everything in Yemen, I hope."

*"I am rapping about women's problems and issues. I am trying to be a young Yemeni woman's voice."*

Amani Yahya



*"I've been moved by your courage because we know what can happen to girls ... who defy Islamic traditions."*

Su-Mei Thompson



*"I think parents can inspire other parents. If parents give their children that power, they will change the world one day."*

Amani Yahya

*"I started to sing in English because I want the whole world to know what is happening in Yemen."*

Amani Yahya

## KEY FIGURES

**7,000** civilians have been killed and **35,000** injured during the last 18 months of the armed conflict in Yemen.

More than **80%** of the Yemen population needs some form of humanitarian aid.

UNICEF estimates that **32%** of girls in Yemen are married before the age of 18.



# SHARING THE RESPONSIBILITIES FOR EUROPE

Plenary session

Moderator:

**Virginie Robert**

Foreign Desk Editor, Les Echos

Speakers:

**Julia Harrison**

Senior Managing Partner, FTI Consulting

**Sharon Leclercq-Spooner**

Partner, EPPA, and Director, EurActiv.Com PLC

**Natacha Valla**

Head, Policy and Strategy Division,  
European Investment Bank



The European Union needs to assert its successes and advantages more strongly to counter the negative impact of developments such as the British decision to leave the bloc. The EU has much to be proud of, including the common currency – the euro – and the European Investment Bank, which is the world’s largest multilateral funder of development projects.

“The common currency is there; the investment bank of the EU is the biggest multilateral development bank in the world. This is Europe, all the countries together making things happen. We should be optimistic and use (the example) of these things that are up and running,” said Natacha Valla. “It is really important to stay optimistic and learn from what is going on,” said Julia Harrison. “We should remind people what the EU was built for,” she added.

Delegates at the session recognized, however, that there was much disenchantment with the European Union. In Britain, voters had been brought up on a diet of the press telling them that Brussels was a bad thing – just regulations and foreigners telling them what to do, according to Sharon Leclercq-Spooner. But this view ignored the interdependent nature of the modern world, she added. “We will not be getting sovereignty back,” she said, referring to one of the main rallying cries for Britain to leave the EU. But Europe needed to be “stronger” in promoting itself and in explaining policies, such as those on immigration.

## Irresponsible

Virginie Robert said that European politicians were not helping the situation, with too many going out of their way to “bash” the European Union. This was the line taken by Italian Prime Minister Matteo Renzi in the run-up to the 4 December referendum on political reform. “They are not acting responsibly,” she said.

In terms of transparency and visibility, much needed to be done within the EU, acknowledged Natacha Valla. There should be more mobility within the Brussels structure, with people not taking up jobs for life. “Everyone needs experience of life outside the Brussels bubble,” Sharon Leclercq-Spooner agreed.

## The problem of immigration

Natacha Valla said the Erasmus system could be widened to help cross-fertilize educational systems. It would also create an integrated European culture, she added. On immigration and the movement of people, one of the major political challenges facing the EU, she said it was a “no brainer.” Over the long term, Europe needed migrants. The problem was one of short-term integration and the crowding of infrastructure. Companies could help by providing training programmes for economic migrants, said Julia Harrison.

Turning to the refugee question, Sharon Leclercq-Spooner said the situation in the Syrian city of Aleppo was “horrible.” “I look at Aleppo and I see Dresden,” she said. “It is a horrible humanitarian situation and we should be helping those people. We should be



ashamed of how they are treated in the press,” she added to heavy applause from delegates.

The treatment of the migration issue in Britain was particularly hard to understand as the country enjoyed virtually full employment, Sharon Leclercq-Spooner added. In her opinion, much of the innovation in the British economy was coming from immigrants. She said she did not see the referendum vote as a “democratic representation” of the will of the people. “People say, ‘get on with it,’ but my answer is ‘no.’ It was (won) on the basis of lies.”

## KEY FIGURES

In a poll of Europeans, **60%** felt sad about Brexit.



*“Brexit represents an abuse of power by a leader who called a referendum for his own political agenda.”*

Sharon Leclercq-Spooner



Virginie Robert



Natacha Valla

# AMAZING WOMEN: NORMA BASTIDAS

Short plenary session

Conversation led by:

**Su-Mei Thompson**

CEO, The Women's Foundation

Speaker:

**Norma Bastidas**

CEO, Adventure Documentaries



It is hard to know what is most amazing about Norma Bastidas: her record-breaking performance in extreme sports, her resilience and ability to overcome a violence-filled past, or her generosity in speaking out for other victims of exploitation.

Norma Bastidas has an astonishing capacity for physical endurance. As a sportswoman, she has broken and more than doubled the Guinness World Record for the longest triathlon: swimming, cycling and running 3,762 miles from Cancun to Washington DC in 59 days, at the age of 47. She is the fastest woman to have run ultra-marathons on all seven continents.

As Su-Mei Thompson pointed out, Norma Bastidas' life spans the spectrum of emotional suffering and physical pain. Born in Mexico, she was raped by her grandfather at age 11, lost family members in her teens, and was trafficked as a sex slave. She was kidnapped, suffered multiple cases of physical assault and was almost murdered twice. Her tale of suffering ended when she escaped and started a new life in Canada.

*"It took me years to heal. I had broken three records before I could talk about it. I thought, why am I getting medals for climbing mountains, while I did not get a single medal for surviving? I want to be shunned for all of it or celebrated for both."*

Norma Bastidas

## Writing new chapters

"I want to change perception of what a woman is," Norma Bastidas said. "What happened to me is circumstantial. It is not who I am. Once I had the right opportunities, I decided to do things this way." Today she knows she can quit if she wants to. She considers it a privilege to be able to say she has had enough and go home.

Although she suffers from post-traumatic stress and lasting physical injuries, she wants to be an activist for others rather than dwell on the past. "The pain is something you cannot take away, but you can write new chapters," she says. "When I go to shelters, I tell the women: hang on, it gets better. I am so fortunate I never gave up." She speaks out in defence of many causes, such as denouncing the wave of murders of women in Mexico. "I was spared. That could have been me, but I am here. I exist. I am not a statistic."

*Be Relentless*, a documentary telling her story, will be released in early 2017.



*"We are part of the problem. Know where products are coming from. Stop asking for cheap stuff and buy things that will allow a community to be able to support itself."*

*"Pain is a choice. Suffering is where I come from – it was not a choice. I couldn't say, 'No, I've had enough,' and go home."*

Norma Bastidas



# NEW AT THE TOP

Short plenary session

Moderator:

**Shellie Karabell**

Contributor, Forbes.com

Speaker:

**Mayra González**

President and Managing Director,  
Nissan Mexicana



Mayra González, the new President and Managing Director of Nissan Mexicana, is the first woman and the youngest person to hold such a position within the Nissan Group. The only other woman to hold a comparable position in an automotive company is Mary Barra, CEO and Chair of General Motors, but Mayra González does not see the automotive industry as being male-dominated, since 50% of customers are women, and women make 80% of purchasing decisions. “The auto industry is not exclusive to men,” she said. “I’m the proof.”

## Car spotting

Mayra González has always had a passion for cars, shared with her father when she was a child. Whenever they were on the highway, they played a game of identifying the make, model and year of every car they saw.

As a young woman, she wanted to buy herself a car and got a job selling cars to earn the money, kicking off her career in the industry. That is when she realized that “gasoline runs through my veins.” She “felt like a queen” behind the wheel of the small Chevy she bought herself.

Despite all the gender barriers she encountered on her way up the ladder, she knew she wanted to lead a company one day and even surpassed her goal of becoming a vice president before she was 40 – she is only 39 now and is already company president.

## Take the elevator

“When the company chairman in the United States called and asked if I wanted to be considered for the position, I said yes within three seconds. I decided to take the elevator.”

The biggest challenge she faces is time management. “I’m trying to have it all,” she said. “I’m not sure I can, but I can try.” She is thankful to have a good support system in her family and a husband who backs her 100%. “He’s my cheerleader,” she said.

Her advice to other women on the way up: “Networking is so important! You don’t know what you will need in the future. And you must deliver results. We are not promoted because we have potential.” And, finally: “Find mentors.”

*“We are not promoted because we have potential.”*

Mayra González



*"Gasoline runs through my veins."*  
Mayra González



Shellie Karabell, Mayra González

# Women in Media

by the Women's Forum for the Economy & Society

Women in Media began in 2010 as a joint initiative by Deloitte and the Women's Forum for the Economy & Society. Dedicated to promoting the representation of women as experts and professionals in broadcast and digital media, the 2016 edition of Women in Media took place at the Women's Forum Global Meeting, in partnership with France Médias Monde, VoxFemina, TF1 Events, Les Echos and The International New York Times.

There is a need to make more room for women's voices in our media landscape. Through intensive individual coaching workshops and practical sessions, Women in Media aims to give every woman the tools to analyze and raise her media profile. During the three days of the 2016 Women's Forum Global Meeting in Deauville, Euronews conducted a series of interviews with speakers and Delegates. And Académie France Medias Monde offered Delegates an opportunity to step-up their media game with one-to-one coaching sessions at the Women in Media Corner in the Discovery Hall.





# CREATING NEW OPPORTUNITIES FOR WOMEN-LED BUSINESSES

Plenary session

Moderator:

**Anne Ravanona**

Founder and CEO, Global Invest Her

Speakers:

**Simona Scarpaleggia**

Co-Chair, UN High Level Panel on Women's Economic Empowerment, and CEO, Ikea Switzerland

**Greta Schettler**

Vice President, WEConnect International

**Fern Starke**

Downstream General Auditor, ExxonMobil



An increasing number of new initiatives and programmes are being set up to enable women-owned businesses to launch and thrive. How can executives, investors, and influencers help improve the ecosystem for women's entrepreneurship?

Delegates were given an insight into what large corporations like IKEA and ExxonMobil are doing to support women-owned enterprises. They heard how organizations like WEConnect International are working to bring more women-owned businesses into the supply chain. There were also pointers on what to expect when pitching for business from large corporations.

## Supporting local communities

Large corporations are now working hard at improving local conditions in the areas where they operate. In Nigeria, ExxonMobil has held six-week training courses for women in finance and business. Because many found travelling difficult they included an e-learning element. "E-learning is at their fingertips," said Fern Starke.

ExxonMobil has also funded a programme to give women entrepreneurs a mobile phone to use for banking. It gives them more security, because they do not have to travel to a bank. Moreover, the privacy

allows them to choose how to use their money, which they otherwise would be expected to give to family members. Instead, they can reinvest it in their businesses if they want to.

*"My advice to women-led businesses is believe in yourself, think big, and ask for more money."*

Anne Ravanona

In Uttar Pradesh, India, IKEA went into partnership with the social enterprise organization Rangсутra. Local artisans produced hand-crafted cloth products to IKEA's design for sale in IKEA stores worldwide. The venture started with 52 women artisans, and now has 1,000. Some 90% of the revenue earned goes back to the local community, with many choosing to spend their earnings on their children's education, explained Simona Scarpaleggia.

Supporting local communities is a part of the process. There is also work to be done in the developed world to increase the number of women running businesses. In the corporate sphere, raising awareness is a powerful agent of change. At IKEA the top executives saw the company as very democratic and were shocked to discover that only 4% of the 200 senior positions were held by women. "They had to do something about it," said Simona Scarpaleggia. IKEA Switzerland achieved the United Nations Sustainable Development Goal of gender equality two years ago.



## Pitching for business

For any business, getting the first contract is tough. Getting yourself known in the market is key. WEConnect puts women-owned businesses in touch with companies around the world. The companies they work with spend USD 1 trillion every year, explained Greta Schettler. Women have to work together to tap into these companies.

When pitching for business, it is vital to understand your customer and know what they value, noted Fern Starke. In the oil and gas industry, for example, safety is paramount and should be part of the pitch. Differentiate yourself, and have an answer when they ask why they should do business with you. Once you have a deal, meet your conditions and do it with excellence. "The most important deal is the first deal, because that is the only window we have in which to see you," noted Fern Starke.

You will not get the job because you are a woman, but because you have the best-quality product at the best price; but if you do get a helping hand, don't worry and make the most of it – there will be plenty of times when the reverse is true, Fern Starke added.

There is a tendency to over-promise in an effort to get that all-important first deal, said Greta Schettler. Companies appreciate more openness: it is better to admit that you cannot do something, and then tell them what you can do.

## KEY FIGURES

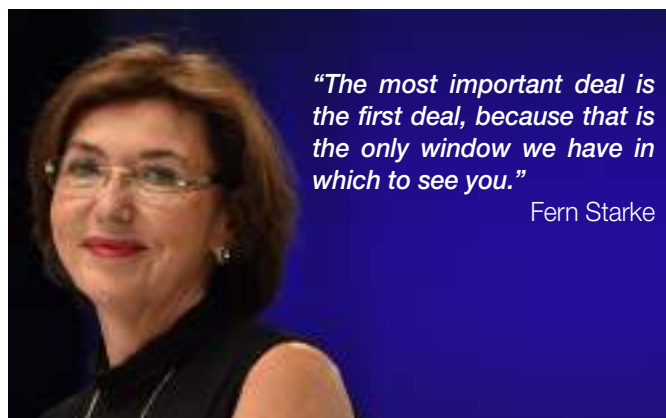
Only **7%** of venture capital goes to women-owned businesses, and only **15%** of seed capital. **1%** goes to women of colour.

Women invest **90%** of their earnings back into their community. Men invest **39%**.

Since 2005 ExxonMobil has invested over **USD 100 million** in community-based programmes for women.

In the United States alone in 2015 Exxon Mobil spent over **USD 1 billion** with women in minority-owned businesses.

**80%** of Walmart consumers making purchasing decisions are women.



# HOW CAN WE AS INFLUENCERS BETTER PROMOTE WOMEN'S ENTREPRENEURSHIP IN NEW SECTORS?

Breakout session

Moderator:

**Lindsey Nefesh-Clarke**

Founder and Executive Director,  
Women's Worldwide Web

Speakers:

**Rena De Sisto**

Global Executive for Arts & Culture  
and Women's Programmes, Bank of America

**Babou Olengha-Aaby**

Founder and CEO, The Next Billion

**Anar Simpson**

Special Advisor, Office of the Chair,  
Women Girls and Technology, Mozilla



Supporting and promoting women entrepreneurs in traditionally male-dominated sectors such as technology is crucial. Three powerful leaders shared their insights and experiences on how to contribute to a thriving entrepreneurship ecosystem for women in new areas.

While women do not lack for business ideas, they are often short on time to develop and nurture a startup. "Women are often too busy meeting the basic needs (food, shelter, clothing) of Maslow's hierarchy for their families," noted Anar Simpson, adding: "But thanks to the Internet of Things, a woman can use technology to make quality time for her entrepreneurial self."

Facilitating access to investment

Although research has suggested that women run companies more efficiently, with two-thirds of the funds of their male counterparts, Lindsey Nefesh-Clarke pointed out that women receive only 3% of venture capital. Part of the problem is that women often do not know where to turn for finance, said Rena De Sisto. She suggested the creation of a database that would allow women to state their situation and the kind of financing they needed, then provide them with places to get help – a solution "that would be incredibly powerful," noted Rena De

Sisto, adding: "It could also be a magnet for people with funding, making it a marketplace."

Google launched #40Forward, challenging 40 organizations focused on startups to increase the representation of women in their respective tech communities. Some venture capitalist companies

are trying to eliminate gender bias in evaluating projects by looking only at "blind" pitches. The public sector is also helping through dedicated financing and loans to women-led startups.

*"We live in a culture where money is king, but we can contribute in other ways and still be powerful and make changes, such as through mentoring, advising, and sharing."*

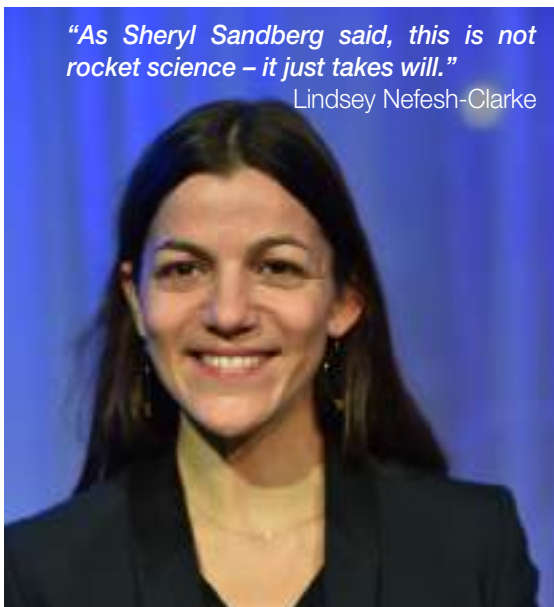
Babou Olengha-Aaby

Panellists also spoke of the importance of outreach and networks. In this digital collaborative age, we can harness crowdfunding and sourcing to raise funds and visibility for women's startups. Beyond financial support, "people need to understand the value of their contribution," said Babou Olengha-Aaby, adding: "It's about empowering everyone to invest your entire social net-worth, which combines your online social networks, influence and reach."

Other prescriptions included mentoring, coaching, advising and championing other women to do the same. Supporting programmes like Technovation, which challenges girls to come up with an app to solve problems around them, goes a long way in encouraging future leaders: "It changes their life," said Anar Simpson.

*"As Sheryl Sandberg said, this is not rocket science – it just takes will."*

Lindsey Nefesh-Clarke



*"It does not make us weak to ask for support."*

Babou Olengha-Aaby



*"Women's conferences need to become more like a clearinghouse for opportunities, actually creating the connections between entrepreneurs, trainers, investors."*

Rena De Sisto



*"The only thing holding women back from taking the first step is fear. But who cares if you fail? Failing at a business is actually a good thing."*

Anar Simpson

*"All women know how to stretch a dollar – we are all entrepreneurial. But we often don't find the time to develop business ideas because we are relegated to meeting the basic needs of food, clothing and shelter for our families."*

Anar Simpson



Anar Simpson

## KEY FIGURES

Women are half the world's working-age population but generate only **37%** GDP.

Of the unbanked, **1.1 billion** (55%) are women.

In France, **30%** of entrepreneurs are women; **34%** of French women entrepreneurs start their business with fewer than **EUR 4,000**.

Only **3%** of total venture capital in the US between 2011 and 2013 went to women-owned companies.

# WHY IS NORTH AMERICA FALLING BEHIND ON BOARDS?

Breakout session

Moderator:

**Diane Bérard**

Columnist, Les Affaires

Speakers:

**Nathalie Bourque**

Québec Chair, Hill + Knowlton Strategies, Board Director, Héroux-Devtek and Board Director, Alimentation Couche-Tard

**Mary Goudie**

Member, UK House of Lords, and Co-founder, the 30 Percent Club

**Lynn Hutton**

Director & CEO, Chief Isaac Group of Companies

**Ann Walker Marchant**

CEO, Walker Marchant Group, and Member, Women's Forum Programme Committee



Representation of women on boards in North America still has far to go when compared with British and other European companies. Why is this the case and what can be done to speed up change? One problem is that there are no measures in place to increase representation; it depends completely on the willingness of CEOs or board members, said Ann Walker Marchant. "It needs to be regulatory as in Europe. But we also need to have a groundswell to increase awareness. A reverberating echo chamber." She added that the constitution of company boards also needs to be examined to see whether they are seeking diversity.

## Debate over quotas

Two out of the four panellists argued that quotas should be imposed as a way of igniting change and overcoming barriers. This should include pay parity, stressed Lynn Hutton, to make it easier for women to afford healthcare and childcare. "Many women would definitely put their hands up if this were the case." Mary Goudie opposed quotas however, noting

that a campaign coupled with regulatory provisions, such as limits on duration of terms and the number of boards an individual can serve on, would achieve far more. "If you don't have quotas you can keep up the pressure. It is also important to get buy-in from both the government and opposition, because they can talk to the boards and make huge changes," she said. "Every board in Britain now has at least one woman, even two or three."

*"In Britain, the Equal Pay Act has now been implemented meaning that companies need to inform how many women they have and how much they are paid."*

Mary Goudie

Nathalie Bourque said that even if things are not moving fast enough, the situation is changing. Major defence contractors, such as Boeing, have women at their heads. Some companies, too, such as Coca-Cola, are very open and see the advantages of having women on their boards. Others will need some pressure. "But I am already seeing a difference with the headhunters. They are now specifically asking whether there are women they can approach," she said, adding that "I would not want to be asked to join a board because I am a woman."

*"I think it would be a good thing to call our [Canadian] companies to ask them why they don't have women on their boards."*

Nathalie Bourque



## KEY FIGURES

**23%** of Fortune 100 companies in the United States have women on their boards.

**42%** of US companies were called by investing pension funds to ask about board participation.

*"As a [Canadian] First Nation, we have a lot of women on boards. We have an elder position and a junior position."*

Lynn Hutton



Diane Bérard

*"It is interesting to see how those who have lobbied have changed the paradigm. Money talks."*

Ann Walker Marchant



Mary Goudie

# OPENING NEW ECONOMIC OPPORTUNITIES FOR WOMEN IN EMERGING MARKETS

Breakout session

Hosted by Sanofi

Moderator:

**Ebru Ilhan**

Senior Consultant, Kite Global Advisors

Host welcome:

**Carole Saglio**

Head of HR Transformation, Sanofi

Speakers:

**Angela Baker**

Director, Qualcomm Wireless Reach, and 2016 Global Meeting Rising Talent

**Leticia Jáuregui Casanueva**

Founder and Executive Director, Crea, and Rising Talent alumna

**Pacita Juan**

Founder and President, Echostore Sustainable Lifestyle, and President, Women's Business Council of the Philippines



What are the specific economic needs of women in emerging markets? Carole Saglio opened the session by stressing the importance of women's health in their economic wellbeing, underlining the company's commitment to women, particularly in terms of improving healthcare.

Being connected is extremely important to woman in underserved communities, Angela Baker explained. "Mobile phones give you all kinds of access – to family and friends, but also to microfinance resources, banking and education," she said. "Being connected gives women access to the shared economy. It allows them to get financial literacy training, for example, or to find new customers or new markets."

## Women create jobs for women

A big barrier for women is not access to technology, but what to do with it, said Leticia Jáuregui Casanueva, a development economist in Mexico and the founder of Crea. In Mexico, she said, women get access to less than 11% of loans. "Crea tries

to open opportunities for women at the bottom of the pyramid," she said. Crea has now worked with 30,000 women around the country, who have created 100,000 jobs. Crea helps them with diagnostic tools and training in business and financial skills, as well as in soft skills. Women entrepreneurs create jobs for other women, she said: "We find that 70% of jobs that women create go to other women."

Enabling women to become financially independent empowers them and changes their lives, said Pacita Juan. Her Echostore is an example of a social enterprise that helps empower women. She wanted to create a place where women from disadvantaged communities could sell their products. Speaking of Echostore, she said, "It's green, it's environmentally friendly, it's fair trade, and a lot of the suppliers are women." She says that her greatest fear as an entrepreneur is not money, but finding partners with the right values. "Money is easy to find," she said. "It's the lack of values, not the lack of money, that can crumble your business in the long run."

*"It's the lack of values, not the lack of money, that can crumble your business in the long run."*

Pacita Juan



## KEY FIGURES

Women have access to less than **11%** of loans in Mexico.



Ebru Ilhan



Angela Baker

*"Being connected gives women access to the shared economy."*

Angela Baker



*"We find that 70% of jobs that women create go to other women."*

Leticia Jáuregui Casanueva



# THE SHARING ECONOMY WITHIN THE ART WORLD

Breakout session

Hosted by the Musée d'Orsay

Moderator:

**Dominique Rousset**

Radio France, France Culture

Speaker:

**Olivier Simmat**

Counselor to the President, Head of Sponsorship and International Relations, Musée d'Orsay and Musée de l'Orangerie



Museums are still the best way to share art, but they are restricted in their reach and face a struggle to continue to attract new visitors, said Olivier Simmat. A museum is filled with artefacts of material culture, he said, which because of insurance costs and the increased rules governing their transport are not easy to physically loan to other countries. "We can share the story of a Monet, but not always the piece of art," he added.

It is also becoming increasingly difficult to get the public to visit museums regularly, he noted. Even making museum entry free for young people in France has not been enough. The most effective way of sharing art is by staging events. "We create special events for young people," Olivier Simmat said. "We brought in music and dancers to the museum, and when we did that we got 14,000 people. They all paid and they had to queue for hours and hours outside to get in. Even though they could have come for free any time in the week."

## Making the art world global

Transporting artworks to countries that do not usually have access to such pieces is another way of

guaranteeing a large audience. The Musée d'Orsay shipped artworks to Brazil as part of the Olympic Games celebrations and these attracted crowds of over 900,000, Olivier Simmat said. Many visitors, who did not have the money to come to Paris and had never expected to see such artworks in real-life, were moved to tears, he said. Though there are plans to bring artworks to Seoul and Singapore, the costs of such travelling exhibitions are spiralling so high that national museums cannot always afford them, Olivier Simmat said.

*"To do the Monet exhibition in the Grand Palais we had to transport half of our collection across the river. Only then did people come."*

Olivier Simmat

Sharing economy expert Benita Matofska wanted to know how institutions such as the Musée d'Orsay could make people more engaged with museums, and suggested that they should reach out more to the public for advice on how to popularize art beyond events. Educational programmes and crowdsourcing initiatives are already in place in that regard, Olivier Simmat replied. However, he confessed that the museum world in France was coming very late to many of the breakthroughs in the sharing economy, but said his visit to the Women's Forum Global Meeting had been a source of many new ideas.

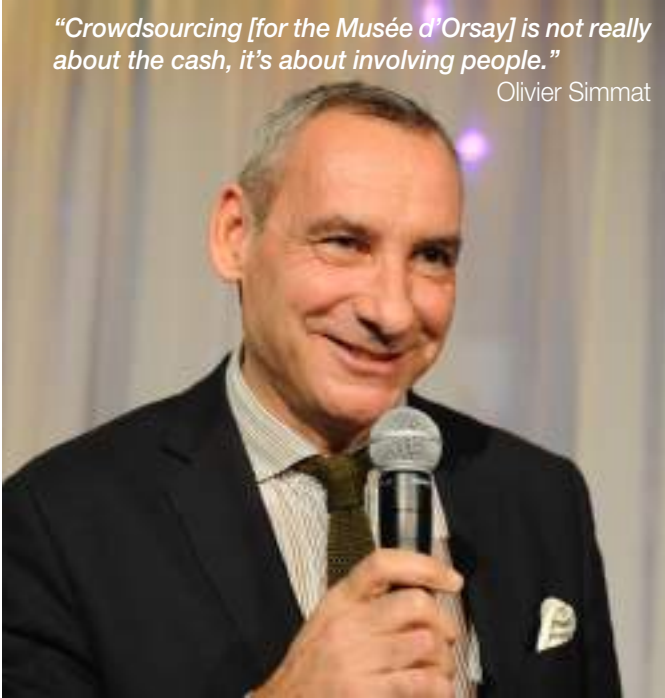


## KEY FIGURES

Over **900,000** people visited the collection shipped by the Musée d'Orsay to Brazil for the Rio de Janeiro Olympics

*"Crowdsourcing [for the Musée d'Orsay] is not really about the cash, it's about involving people."*

Olivier Simmat



Dominique Rousset

*"Are we going to continue paying for a museum with rooms empty of people?"*

Olivier Simmat



# RECORD-BREAKERS AND ROLE MODELS: MEET THE WOMEN IN SPORT

Discovery session

Hosted by the partners of the Women in Sport Initiative

Moderator:

## Séverine Desbouys

Chairman, DSC, Strategy and Competitive Intelligence and Ambassador, Women in Sport Initiative

Introduced by:

## Norma Bastidas

Ultra-marathon champion and human trafficking activist

Speakers:

## Clarisse Costaz

Former professional basketball player, Representative of the High-Level Athlete Programme of Sciences Po

## Stéphanie Gicquel

Lawyer, long-distance runner and polar explorer

## Keiko Ihara

Female Japanese racing car driver and Associate Professor, Keio University Graduate School Media design and Member, Women in Motorsport Commission of the FIA

## Cécile Laguet

Female sailor, naval architect and engineer in composite material and Ambassador of The Magenta Project



More women are taking part in sport at high levels than ever before. Last year, 45% of athletes competing in the Olympics were women, double the proportion 40 years ago. But women do not get the same attention as men in sport, said Norma Bastidas. Women have to “go big to get attention, to be heard. We need to make it easier for women.”

Long-distance runner and polar explorer Stéphanie Gicquel shared her experience of a 2,045-kilometre trek on skis across the Antarctic, an expedition she was told was “impossible, especially for a woman.” But she was undaunted and persevered. “I never gave up,” she said. “It’s a question of mental strength.” She overcame obstacles including illnesses and battled against extreme weather conditions including temperatures of  $-50^{\circ}\text{C}$  to reach her goal.

## Following the dream

Despite not having a driver’s licence, Keiko Ihara decided at age 25 that she wanted to be a racing driver. She worked as a model and took on extra jobs to raise money to follow her dream. She was

forced to retire due to illness but recovered and returned to the sport. She went on to compete in one of the most difficult races in the world, the Le Mans 24 Hours, and at 39 years old became the first woman to stand on the podium.

Cecile Laguet was part of the first all-female team in 12 years to complete the Volvo Ocean race, and the experience made her determined to encourage more women to compete in sailing. “Sailing is a very male-dominated world, it is still very difficult to break through,” she said. Along with her

teammates, she developed the Magenta project to show that gender does not hold you back in sailing and to inspire and train young women to take part in big boat sailing.

Clarisse Costaz started to play basketball when her brother decided at age 12 he wanted to become the next Michael Jordan. Her brother gave up after a few years but she went on to represent her country. Her career taught her a lot, not just about sport but about life and values. “Basketball for me was a school of life,” she said. Those skills have helped her be successful in the working world.

*“Athletes and champions have a lot of qualities and value that they can bring to the executive world and top management.”*

Séverine Desbouys



*"The only limit to your goals is the one you are setting. Everything else might be just an excuse or fear."*

Stéphanie Gicque



*"Sport skills are transferrable to the workforce, to normal professional life".*

Clarisse Costaz



Keiko Ihara and the Ligier JS P3



Norma Bastidas



*"Now I race men but my dream is to race with young female drivers."*

Keiko Ihara



*"Sailing is a very male-dominated world, it is still very difficult to break through."*

Cécile Laguette

# ACHIEVING BALANCE: FLEXIBLE WORK OPPORTUNITIES FOR WOMEN

Discovery session – Social Impact hub

Hosted by Uber

Moderator:

**Valérie Tandeau de Marsac**

President, Voxfemina

Speakers:

**Blaire Mattson**

Global Lead for 1M Women, Uber

**Rachida Safa**

Driver-entrepreneur

**Marie Treppoz**

Founder and CEO, Welp



Valérie Tandeau de Marsac, Blaire Mattson, Rachida Safa, Marie Treppoz

New entrepreneurial models in the sharing economy can enable women to organize their work around their lives rather than vice-versa. An Uber driver-entrepreneur and a sharing economy tech entrepreneur discussed how they balance work-life priorities.

“When I was younger, my father paid for my brothers’ drivers license, but not mine. I wanted to show that I could do better than them,” said Rachida Safa, who moved to Paris from Tunisia six years ago. She chose Uber for its flexibility, so that she could manage her time as a mother and an entrepreneur. She doesn’t regret the decision: “I love discovering Paris, and I love the ‘one rider, one experience’ aspect of my job. I take on different roles with my clients: shrink, confidante, tour guide. And I get to be present for my children.”

Rachida Safa is part of Uber’s 1 Million Women initiative to create one million driver jobs for women by 2020. Uber’s main challenge for continued growth is hiring enough drivers, according to Blaire Mattson, and “to ignore 50% of the population would be a huge miss.” She pointed out that in the US, where 14% of drivers are women, 46% of people searching

‘driving for Uber’ are women, but the conversion rate is lower. In France, 5% of drivers are female. The company’s approach varies by country. In India for example, where few women have driver’s licences, it partners with organizations to access capital to lease cars, or train women how to drive.

*“Having it all is a myth. I now seek balance on a ‘lifetime’ scale. I work hard for a few years, then kick back for a few years.”*

Marie Treppoz

## Challenging myths

Being present for her children is also what drove entrepreneur Marie Treppoz, founder of Welp, an app and platform to perform or request errands and small jobs.

Finding a work-life balance as an entrepreneur can be difficult, she said. There is an illusion that working on your own gives you more free time. When she started, she had one child. Now she has four, and also trains for the triathlon. “I’ve concluded that having it all is a myth,” she announced. “I now seek balance on a ‘lifetime’ scale. I work hard for a few years, then kick back for a few years.” When asked about the place of Welp, originally started to enable volunteering activities, within the sharing economy, Marie Treppoz joked, “The sharing economy is great, but it can also be great to have work to escape to from the pressures of home.”

*"There is an illusion that working on your own gives you more free time."*

Marie Treppoz



Blaire Mattson

## KEY FIGURES

**14%** of Uber drivers in the United States are women and **12.7%** of taxi drivers and chauffeurs are women.

In France, **5%** of Uber drivers are women.



Valérie Tandeau de Marsac

*"I chose to be a driver-entrepreneur for the flexibility, so that I could manage my time as a mother and my time as an entrepreneur."*

Rachida Safa



# CLOSING THE RETIREMENT GAP: THE SILENT BATTLE FOR GENDER PARITY

Discovery session – Finance hub

Hosted by AXA

Speakers:

**Lene Martinez**

Tied Agent, AXA France

**Amélie Oudea-Castera**

Group Marketing and Digital Officer, AXA Group



Amélie Oudea-Castera, Lene Martinez

A retirement gap looms for almost everyone, but in many ways things look worse for women. There is a greater sense of urgency for women because they tend to live longer than men, and in some countries they may retire earlier. Many women can expect lower than average public pensions because they often earn less and interrupt careers to have children or take care of ailing family members. If they save during their prime earning years, women often funnel funds into their children's education or a new business venture.

Most people can expect retirement resources from one or more of four sources: state pensions, company pensions, spousal pensions and private personal pensions. Their needs include daily expenses, leisure, medical bills, care of others (grandchildren, children or parents), and perhaps payment for a retirement home.

The "replacement value" (pension as a percentage of one's former salary) can range from as high as 80% in China and 68% in France, to 28% in Mexico and 14% in Indonesia. To fill in the gap, people try various solutions. They include reduced spending, renting

out a second apartment or home, and drawing down on assets by selling them off. Statistics show that personal assets generally last for a decade. Of course, most people in advanced economies live much longer than 10 years after dropping out of the workforce.

## Let's accumulate!

People often rely on private pension plans to supplement public and/or company schemes. Private pensions have two advantages over straight-up personal savings: the insurance company that issues them will handle both asset management and will also assume the "longevity risk," meaning that you get your monthly payment no matter how long you live.

The "accumulation phase" is when you pay in. The "distribution phase" is when you receive money. Payout plans and amounts can vary, but as a rule of thumb monthly distribution payments are roughly equivalent to monthly contributions during the accumulation phase.

*"For the gig economy, there is no specific solution or safety net."*

Amélie Oudea-Castera



Amélie Oudea-Castera, Lene Martinez



*"The one thing you know is that you will have a lower standard of living [after you retire]."*  
Lene Martinez

## KEY FIGURES

The "replacement value" (pension as a percentage of one's former earnings) can range to as high as **80%** in China and **68%** in France, to **28%** in Mexico and **14%** in Indonesia.

About **21,000** people over the age of 100 live in France today.

Speakers:

**Yann Arthus-Bertrand**

Photographer and Director, Hope Productions

**Altair Jarabo**

Actress and Entrepreneur

Rising Talent Mexico 2016



Altair Jarabo, Yann Arthus-Bertrand

Women have only one-third of speaking roles in films, but Yann-Arthus Bertrand is turning this imbalance on its head in his next production, entitled Women. In his last film, Human, Yann Arthus-Bertrand explored and celebrated humanity. While making the film, he interviewed 2,000 people in 60 countries. It was the women he interviewed who touched him the most.

The film “changed my life,” he said. “I understood so many things about my sister, about my mother, about my wife. So many things they know better than me.”

***“On one side women get more rights and freedom but on the other side, the women are forgotten. In many places, the world regresses.”***

Yann Arthus-Bertrand

## **Solutions will come from women**

This was the inspiration for Women, which will depict women from all over the world and the challenges they face. Yann Arthus-Bertrand travels a lot for his work and in the most difficult places in the world he has found “it is always women who are the most courageous, standing up.”

While we now live in a better world in many ways, with more education, more healthcare, less child

mortality, less poverty and more democracy, there are still many problems. It is unequal. “On one side women get more rights and freedom, but on the other side, the women are forgotten. In many places, the world regresses,” he said. “We need these women,” he added. The world faces problems such as climate change, the rise of extremists and the lack of resources, but Yann Arthus-Bertrand is “convinced the solution will come from women. We need more femininity.”

Yann Arthus-Bertrand filmed interviews during the Women’s Forum Global Meeting for the film Women. His assistant, Anastasia Mikova, told the audience that the interviews conducted at the event struck and impressed her. Last week they were filming women living in the mountains in Morocco, but she said that wherever you live “there is something we all share that makes us human and that makes us women.”



## KEY FIGURES

Women represent **70%** of people living below the poverty line.

**1 in 3** women faces violence in her life.

**Two-thirds** of the world's 900 million illiterate adults are women.

**10%** of countries have a female head of state.



Pacita Juan, Yann Arthus-Bertrand



# DAY 3



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WOMEN'S FORUM  
GLOBAL MEETING 16



# WHAT AMERICA'S CHOICE MEANS FOR WOMEN

Plenary session

Moderator:

**Jürgen Hecker**

Senior Economics Editor, AFP

Speakers:

**Leah Daughtry**

CEO, 2016 USA Democratic National Convention Committee, and former Assistant Secretary of Labor

**Star Jones**

President, Professional Diversity Network (NASDAQ: IPDN) and President, National Association of Professional Women

**Jessy Tolkan**

Head of Labs & Executive Director, Here Now

**Ann Walker Marchant**

CEO, Walker Marchant Group, and Member, Women's Forum Programme Committee



The election of Donald Trump as president of the United States was a huge setback for young people, people of colour and for ethnic and religious minorities, but the only response is to fight to preserve the rights that the American people have acquired over years of political struggle, said Leah Daughtry.

It was shocking that a majority of white women voted for a man who had insulted women during the campaign and was openly misogynist, rather than support someone who was clearly the better qualified to govern, agreed the panellists, all of whom have links to the US Democratic Party. "We bet on the American people and we lost," said Jessy Tolkan. "It happened because white women did not support another white woman," added Leah Daughtry. Gender bias, unconscious or not, had clearly played a part.

## Initially stunned

Leah Daughtry said she stayed in bed for two or three days following the result. "I was very disappointed ... for young people, for people of colour, for Muslims, for minorities, who feel afraid." Star Jones went through all the stages of grief. "Denial was the first night. I could not believe it. Shock was quickly followed with anger. Then depression set in," she said. The last

stage of grief is supposedly acceptance, but "that is bullshit; it will be a long time before I can accept it," she said.

The hardest thing was trying to find some explanation for young women who had thought that "America was better than this," said Ann Walker Marchant. Young people believed that the battles over gender and racial discrimination had been won. But Trump's slogan "Make America Great Again" was simply code for taking rights away.

*"This horror story has not reached its conclusion. If Trump can be elected, it means the far right can get elected in France or anywhere. This is a call to arms for all of us."*

Jessy Tolkan

## What went wrong?

Leah Daughtry said the Democrats had not expected a massive switch to Clinton by white women voters who traditionally vote Republican. But they thought that Clinton would do better than Obama. "We believed that women would support a woman." However white women had voted in defence of what they considered their "lifestyle." The defeat would not hurt so much if the election had been lost in a battle over ideas or issues, such as health policy or the economy. "But we lost to Donald Trump, who has no ideas. That hurts," noted Leah Daughtry

For Jessy Tolkan, the electoral defeat reflected a failure to get the party's message across. "We allowed the frustration and anger about the economy and other things to be answered by scapegoating

fellow Americans ... without providing a better answer,” she said. “We did not see it coming. We did not know the level of people’s dishonesty when talking about who they were going to vote for and why,” said Ann Walker Marchant.

### Fight back

The bigotry and prejudice expressed during the election campaign had let a “genie” out of the bottle in the United States. “I am disappointed in our country. We live in a deeply racist society. The question is why women could not see a woman holding that (presidential) office,” said Jessy Tolkan. “But I am ready to fight back,” she added. “We cannot allow that (bigotry) to be normalized.”

Star Jones said it would be difficult to teach young people that bullying was inappropriate behaviour or that speaking grossly about girls was unacceptable “when the president of the United States has made clear that that is how you get rewarded.”

“My hope is that this will awaken in young people ... the awareness that you cannot take rights for granted. You have fight every day,” said Leah Daughtry. That could be the silver lining of the election result.

## KEY FIGURES

**53%** of white women voted for Trump, **95%** of black women voted for Clinton.

In a recent poll in France, **76%** agreed that xenophobia is a growing problem.

*“Those who think, ‘Trump, he will not do the things he has said he will do,’ are playing a dangerous game.”*  
Jessy Tolkan



*“I am angry at white women and I am going to be angry for quite a while.”*

Leah Daughtry



*“There is no way that I can accept that the United States has elected a misogynist who told you that he was a misogynist.”*

Star Jones



*“To see women casting votes for a misogynist ... is shocking.”*

Ann Walker Marchant



# BEING SAFE ON THE STREETS

Breakout session

Moderator:

**Ebru Ilhan**

Senior Consultant, Kite Global Advisors

Speakers:

**Audrey Noeltner**

Co-founder and Project Director, Womenability

**Kathryn Travers**

Executive Director, Women in Cities International



How can urban design be improved to benefit the lives of women and society as a whole? This was the subject of an impassioned talk by Audrey Noeltner and Kathryn Travers. “Cities were made for men by men for hundreds and hundreds of years,” said Audrey Noeltner. “Women do not always feel safe in them.”

## A male space

When women walk through a city their senses are assaulted by the fact that it is a space not designed for them, Audrey Noeltner continued; they are confronted by sexist advertising and graffiti, by male images in crosswalk signs, the smell of urine, and pavements that can be difficult to negotiate in high heels or with strollers. This needs to change.

The different experience of men and women in cities is starkly illustrated by the gender safety gap, Kathryn Travers said. “When 60% of people in a city say that they feel safe, that can mean something like 80% of men and 30% of women.”

## Finding solutions

Urban design can do much to combat these problems, Kathryn Travers said, not only through things like installation of better street lighting, but through what she described as community innovation. “The people in the city are their own experts about safety in the city,” she said. In Dar es Salaam, for example, many streets were un-named until recently. Women did not feel safe on them as they could not easily tell people where to come if they needed help. In response, they began creating their own street names and street signs, which soon became listed on official maps of the city.

Other improvements in urban design can be brought about by educating city officials about gender discrimination, Audrey Noeltner said. Data must be collected and people must be made aware of the penalties for sexual harassment. There should also be a drive toward creating more of what she called “hybrid spaces,” public areas that offer more than just sporting opportunities and include activities such as dance as well, where both men and women are equally happy to spend time.



Ebru Ilhan



Audrey Noeltner



Kathryn Travers

*“It is only when you put yourself in the position of others that you see how vulnerable cities make you feel.”*

Ebru Ilhan

*“It’s not the responsibility of women to be safe on the street, it’s the responsibility of the street.”*

Audrey Noeltner

*“The people in the city are their own experts about safety in the city.”*

Kathryn Travers

## KEY FIGURES

More than **80%** of public equipment in France is used by men.

Only **10%** of the world’s 400 biggest cities are governed by a female mayor.



Audrey Noeltner, Ebru Ilhan, Kathryn Travers

# ADVOCATING FOR FILIPINO MIGRANT WORKERS' RIGHTS

Breakout session

Moderator:

**Nina Gardner**

Director, Strategy International, and Member,  
Women's Forum Programme Committee

Speaker:

**Ellene Sana**

Executive Director, Center for Migrant  
Advocacy-Philippines



The Philippines shares 10% of its people, mostly women, with the rest of the world. Approximately 10 million Filipinos work abroad; every day, 6,000 men and women leave the country, often without their families. Many work in low-skilled and low-paying jobs, such as domestic work.

The Philippines' Center for Migrant Advocacy (CMA) is a small nongovernmental organization that advocates for the rights and welfare of migrants and their families. It works with the government, particularly the Departments of Labor and Foreign Affairs, embassies abroad and regional organizations such as the Association of South East Asian Nations (ASEAN). The NGO also links up with worldwide migrant networks, churches and the Catholic charity Caritas.

## Numbers keep increasing

"When we formed the CMA, we were not there to take over the work of government," said Ellene Sana. She pointed out that 60% of Filipino migrants go to the Gulf region. "These countries are not interested in talking to small NGOs," she said. "Our thrust is for the government to do the job." The Philippine government has taken steps to protect its overseas

workers: "There has been an aggressive effort on the part of the government to forge bilateral agreements with other countries to provide at least minimum protection for its workers." It is crucial to hold other countries accountable for migrants' rights, she added. It is also important to recognize how much migrants contribute to their host country and their country of origin. For the majority, migration is a necessity, not a choice.

The Philippine government has a long way to go before it can generate enough well-paying jobs to keep its people at home. "All our governments say the issue of migration is temporary," she said, but the numbers keep increasing.

*"There has been an aggressive effort on the part of the Philippine government to forge bilateral agreements with other countries to provide at least minimum protection for its workers."*

Ellene Sana

The most vulnerable migrants are those without papers: either they arrive in a country illegally, or their employers confiscate their passports upon arrival. In addition to policy advocacy, the CMA has a programme to assist migrants. It launched an SMS-based help line, developed by Filipino migrant workers in Saudi Telecom Company. The tag line is "Help Is Just a Text Away." Migrants in the Gulf may be very restricted in movement, but their employers let them use the Internet, Ellene Sana noted.





Ellene Sana, Nina Gardner



Nina Gardner, Ellene Sana

## KEY FIGURES

About **10 million** Filipinos, or **10%** of the population, work abroad. Most of them are women.

# CROSSING THE DIVIDE: CORPORATE-NGO PARTNERSHIPS THAT WORK FOR WOMEN

*Breakout session*

Moderator:

**Elizabeth Dove**

Director, Corporate Citizenship, Volunteer Canada

Speakers:

**Cecilia del Castillo**

Co-founder and Executive Director,  
Negros Women for Tomorrow

**Christine Svarer**

Director, HERProject, Business for Social  
Responsibility

**Marissa Wesely**

CEO, Win-Win Strategies



The concept of public-private partnerships for women has developed considerably in recent years, but still has far to go if such collaborations are to connect in ways that are meaningful. “We’re still trying to figure out how best to deal with women-designed approaches that are more sustainable and which listen to women’s voices,” said Marissa Wesely. “Partnerships and cross-sector initiatives are not easy because of different styles and priorities. One also needs to build trust.” At the same time, she added, there has been an enormous aligning of interests, building on transformations and changes affecting both business and women in society.

## **Learning process**

For Cecilia del Castillo, it has been a learning process over 32 years. Started in 1984, when her province – Negros – in the Philippines featured in TIME magazine with the collapse of the sugar industry, the Negros Women for Tomorrow Foundation focused on implementing feeding programmes. “But after five years, our cooperatives were only reaching 700 women,” she said. “We wanted to do something more lasting.” When she heard about Mohammed Yunus and the Grameen bank, Cecilia del Castillo received training and set up her own programme. Within a year, it was reaching 7,000 women.

Microcredit is the basis of the operation, but it is the social programmes that reach out. “It is hard to work with poor people and one needs a lot of patience, but with partnering it becomes a lot easier.” She said. The Foundation now has collaborative initiatives with both local companies such as funeral homes (given the importance of elaborate burials in Filipino society), and also large corporations like Coca Cola.

As director of an organization representing 250 companies, Christine Svarer believes that the challenges they face cannot be handled by any single actor. “We have always focused on the empowerment of women by bringing together people working on the supply chains in the garment, flower and electronic industries in Asia and East Africa,” she explained. These industries are hugely complex, with women often working in poorly paid and difficult conditions. However, there are exciting possibilities for improvement. HERProject is now collaborating with 57 companies and 20 NGOs across 500 factories and farms. “There is a lot of competition among the partners, but we try to bring in skills and experience in a manner that works for everyone,” she said.



Christine Svarer



Marissa Wesely



Cecilia del Castillo

*“Companies want to work in partnership, but also wish to leave their thumb-print. The NGOs are competitive but more willing to be open-sourced. This makes for an interesting dynamic.”*

Christine Svarer

*“We tend to live too much in silos, so it’s important to break out. This is vital for true partnerships.”*

Marissa Wesely

*“Supporting funerals is one of our most important projects. We’ve worked out a programme with funeral homes and a local insurance company at one peso (less than one US cent) a day.”*

Cecilia del Castillo

*“What is changing is the way companies and NGOs are working together, but they still need to understand the value of the proposition, which is not always clear.”*

Elizabeth Dove



Elizabeth Dove

## KEY FIGURES

**300,000** women in several provinces in the Philippines now benefit from Negros Women for Tomorrow.

Negros Women for Tomorrow now has **103** branches (with **19** new ones planned in 2017) and **2,000** staff.

The HerProject works with **500,000** women in Asia and East Africa but there are **four million** garment workers in Bangladesh alone.

# GETTING TO THE TOP AND STAYING THERE

Discovery session

Moderator:

**Sonya Richardson**

Global President, PWN

Speakers:

**Claire Dorland-Clauzel**

Executive Vice President Brands and External Relations, Member of the Group Executive Committee, Michelin

**Catherine Guillouard**

Deputy CEO, Rexel

**Diane de Saint Victor**

General Counsel and Company Secretary and Member of the Executive Committee, ABB and NED, Barclays



Through sharing their personal career narratives, the speakers pinpointed key lessons for women who aspire to a top executive slot or a seat on a board.

A strong educational background kicked things off for Claire Dorland-Clauzel. Challenged by her parents along with her three brothers, she gained confidence early on. People should make sure they know who they are and what they want, she said. “We all want something different.” When you get that job interview, focus on what will get you where you want to go. Take advantage of helping hands from mentors and others, she added. “Don’t do anything alone.”

## Through the maze

Catherine Guillouard preferred the metaphor of a maze to that of the glass ceiling. “You need to get through the obstacle course,” she said. It is important to build a “trust environment” around yourself, stay fit, and not be a workaholic. “You need to take care of yourself,” she added. “You need to be in good

shape mentally and physically.” Finally, get rid of any qualms about money, be spontaneous but not too candid, and get support from mentors.

*“Why is it so difficult to have equality in the year 2016, when we know that it is good for business and society?”*

Claire Dorland-Clauzel

Diane de Saint Victor likes to take regular private retreats (a few hours or half a day) to review the past and set personal goals for the future. She jots down the main ideas and refers to them regularly. “If I want to be there in a year, what have I done this month to make progress?” she asks herself.

Setbacks are part of the process, so do not allow them to sidetrack you, Diane de Saint Victor added. It is also important not to let people with “negative vibes” drag you down. “Don’t give him a win,” she said. “Just ignore it and focus on the positive vibrations.” She also urged people to stay visible in the organization, for example by speaking up at key points in meetings, volunteering to take on special projects, and playing a quality role during team presentations.



Claire Dorland-Clauzel



Sonya Richardson

***“Know what you want and ask for it. Men know that. Women, probably less.”***

Claire Dorland-Clauzel



***“The number of women who ask me for a raise is insufficient.”***

Catherine Guillaoud



***“Accept that there are going to be glitches.”***

Diane de Saint Victor

# EXECUTIVE PRESENTATIONS: STANDING OUT AND BUILDING YOUR PERSONAL BRAND

Discovery session – Renault-Nissan Alliance corner

Hosted by the Renault-Nissan Alliance

Moderator:

**Blanca Garcia**

General Manager, External Communications,  
Renault-Nissan Alliance

Speaker:

**Jane Goodman**

Executive Consultant & Coach  
and Managing Director, Métiers Mode d'Emploi



If every meeting and presentation is an opportunity to build your personal brand, how to ensure that your ideas are memorable? For Jane Goodman, it's about preparation, practice and clarity. "We are in a less is more world. Don't overload the brain."

## Universal communications tips

Using acronyms, memory tricks and images, Jane Goodman presented universal public speaking tips, with targeted advice for her mainly female and non-native English speaking audience. "It can be challenging for women to get their voice heard in environments where the loudest voice often gets noticed. You may be the smartest one there, but if you don't deliver well, no one listens," she noted.

*"You have two minutes to capture people's attention, so you must create a feeling of relevance right from the start."*

Jane Goodman

The traditional French communication structure is the classic  $A + B = C$  formula, whereby the main point is delivered in the conclusion. Jane Goodman illustrated how Apple uses  $C = A + B$ . C Steve Jobs' presentations always started with "Why are we here?" ("To change the status quo.") B was "How?" ("By making beautiful products.") A was "What?" ("We sell computers.") She suggested a three-way time split between creating, illustrating and rehearsing your story. Preparation is critical: Jobs spent 90 hours preparing his 90-minute iPhone launch speech, Jane Goodman said.

## The science of speech

Citing the science behind how we process information, Jane Goodman explained how the limbic or emotional side of the brain drives decisions and memory. Indeed, people will not always remember what you say or do, but they do remember how you make them feel. Images, too, are critical. If you say a word, 10% of people remember it 72 hours later. If you illustrate it, that number rises to 65%.

For non-native English speakers concerned about accent or vocabulary, Jane Goodman explained that only 7% of an effective presentation is about the words, 38% is about voice, tone and pace, and 55% is about body language. A presenter should not put their hands in their pockets, cross their arms or look away. Silent pauses are highly effective for transmitting important messages. This gives the audience a chance to decode what was said, and the speaker can regroup.

A presentation is like a journey, she concluded. "People need to know the destination (the main message) first, then how you'll get there. You have two minutes to capture people's attention, so you must create a feeling of relevance right from the start."



Jane Goodman

*“We are in a less-is-more world.  
Don’t overload the brain.”*

Jane Goodman

## KEY FIGURES

It only takes about **0.25 seconds** for the human brain to process and attach meaning to a symbol. By comparison, it takes an average of **6 seconds** to read 20-25 words.

If you say a word, **10%** of people remember it 72 hours later. If you illustrate it, that number rises to **65%**.

# FINTECH AND INSURTECH: STAYING AHEAD OF THE GAME

Discovery session – Finance hub

Hosted by AXA and Hogan Lovells

Speakers:

**Hassan El-Shabrawishi**

Chief Innovation Officer, AXA Group

**Sharon Lewis**

Partner and Finance Practice Group Leader,  
Hogan Lovells

**John Salmon**

Partner, Hogan Lovells London

**Garance Wattez-Richard**

Head of AXA Emerging Customers, AXA Group



Advances in financial services technology (FinTech) are disrupting the financial services sector. Among these is InsurTech, one of the pillars of FinTech, which lies at the intersection of information technology and insurance.

Technological advances are enabling companies to address markets they have ignored in the past, either because they have been seen as too expensive to service (such as emerging markets), or simply because opportunities were overlooked (for example, the market segment of women). “FinTech could lead to a democratization of financial services,” said John Salmon.

Emerging markets have been stuck in the middle: financial services have tended to overlook places where people are too rich to be poor, and too poor to

be rich, said Garance Wattez-Richard. There is a huge unbankable society within the world, of whom women make up a majority. These people cannot get the financial services they need to better their lives, or to protect themselves and their families from the risks they face, noted Hassan El-Shabrawishi.

Until now the insurance industry has focused on women’s health when targeting services at women, offering insurance against breast cancer or maternity cover, said Garance Wattez-Richard. It has ignored the wealth of insurance needs that women have as entrepreneurs, salaried workers with children or retirees.

## Cherry-picking innovators

Provision of services needs to come in tandem with development of the ecosystem, added Garance Wattez-Richard. Emerging market microfinance initiatives faltered because hopes that women would establish businesses did not materialise – because as women they faced additional problems such as securing retail property and opening bank accounts.

The big incumbents in financial services benefit from significant barriers to entry, but they are at risk that developments in FinTech will make it possible for innovators to cherry-pick parts of the value chain, such as payments, said John Salmon. It would be

unwise to be complacent, as disruptive innovators have a habit of coming from nowhere and only being noticed when they have taken your business, he added.

***“It is not about technology – it is really about engaging with customers in a new way to deliver services that they want and that they will really benefit from.”***

John Salmon

Companies should concentrate on the opportunities. “We have been dreaming about better ways to reach out to our customers, and with this technology we can do it. For us it is a positive disruption in the way we do business,” said Hassan El-Shabrawishi. It was also an opportunity for women to get involved, because they were best placed to understand what financial services other women want. “We do not have enough participation from women in FinTech,” Hassan El-Shabrawishi concluded.





Sharon Lewis, Garance Watz-Richard

*“We have been dreaming about better ways to reach out to our customers, and with this technology we can do it.”*

Hassan El-Shabrawishi

*“We need more women entrepreneurs in FinTech if we want to understand the needs of women in emerging countries.”*

Hassan El-Shabrawishi

*“Regulation should be technology-neutral.”*

John Salmon

*“The insurance industry had in a very democratic way, completely ignored women.”*

Garance Watz-Richard

*“Women will be a driver of transformation in insurance thanks to FinTech.”*

Garance Watz-Richard



Hassan El-Shabrawishi



John Salmon

## KEY FIGURES

In FinTech companies, only **7%** of executives at executive committee level are women.

Every day a woman in the OECD aged 30-65 on average has **22 minutes** of free-time. For men in the same age bracket, it is **1 hour and 47 minutes**.

In 2015 only **5%** of FinTech investment was given to women. In 2014 it was only **1%**.

# HOW DO FAMILY-LED BUSINESSES FULFIL THEIR CSR MANDATE?

Discovery session – Social Impact hub

Hosted by FIDAL

Moderator:

**Cynthia Illouz**

Founder and Editor-in Chief, Chari-T Magazine

Introduced by:

**Sylvie Le Damany**

Senior Partner, FIDAL Paris

Speakers:

**Renaud Dutreil**

Chairman of France, FTI Consulting; Minister of Small & Medium-Sized Businesses, Commerce, Crafts and Liberal Professions, 2005-2007

**Fanny Letier**

Executive Director, Small and mid-caps; SME and mid-caps accelerator programmes, Bpifrance, and 2016 Global Meeting Rising Talent

**Corinne Namblard**

Senior Policy and PPP Expert, UNECE/UNDP/UNITAR



Hermès, Dior, Dassault, Pernod Ricard: these renowned family-run businesses are part of the French culture. Considered by many to be national treasures, such “living-heritage” companies represent 50-80% of all French SMEs. Renaud Dutreil outlined some of their defining characteristics. They master a specific know-how, most often of the artisanal sort (Louis Vuitton was a humble artisan). They are rooted in a given territory and culture, like living museums – an example of this is the lace makers in Calais. They remember where they come from, and they are keen to give back. When it comes to handing down the business to the next generation, about one-third of family successors are women.

## Transmitting values

Investment for these companies is not just about money; they want to transmit their values. Very often this goes hand in hand with making a priority of corporate social responsibility (CSR) and integrating it into their company’s projects. One aspect of CSR that is dear to them is responsibility to the workforce. “The CEO of an SME does not sleep at night if he has to let an employee go,” said Fanny Letier. These businesses invest heavily in employee training due to the challenge of attracting non-family members.

**“Family-owned businesses are looking for investments with the same DNA as their company: the investment funds have to reflect their family values.”**

Fanny Letier

Good governance is another key CSR criterion and is considered a priority by 85% of family-owned companies. It helps them remain competitive and keeps them focused on considering the interests of all stakeholders, not just those of the family.

Corinne Namblard stated that over the next four decades, some USD 29 trillion will be inherited by women, and that investors need to cater to them as a powerful force. Women will look to financial instruments and financial investors with a CSR focus, such as impact investment, which funds projects like building schools for girls in Uganda. Unlike philanthropy, impact investment yields significant returns. Pension funds and institutional investors are catching on and in the future the stronger focus on projects will be welcomed.

Corinne Namblard also explained that the UN Sustainable Development Goals (SDGs), a key reference for CSR, are being adopted by a number of very large corporations because they are convinced that SDGs are good for business. They will be the yardstick for measuring internal success.

The private equity industry is putting CSR at the top of its agenda, according to Fanny Letier. Boards and board members will be held accountable if they do not get on-side, she said.

*"Family-owned businesses are two to three times more resilient because they think in terms of the long term and are better able to overcome crises."*  
Fanny Letier



Renaud Dutreil

*"Innovation and heritage are not opposed: they are part of the same vision. You have to preserve the past while you invent the future."*

Renaud Dutreil

*"The 17 UN Sustainable Development Goals will become the new norm. They will be the yardstick companies use to measure their success."*  
Corinne Namblard



Cynthia Illouz

# SPEAK UP ONLINE: COACHING BY TWITTER

Discovery session – Orange corner

Speaker:

**Jérôme Tomasini**

Head of News, Twitter France



Digital platforms are amazing tools for encouraging people to speak up and for making their voices matter. This training session outlined best practices and useful advice on leveraging Twitter as a microphone for your voice.

Four things to know about Twitter are:

- It is mobile: 80% of its user base connects through mobile.
- It is a public: everyone can access it, including those without Twitter accounts.
- Information has the potential to be widely distributed, even beyond the platform itself.
- As it happens in real time, information tends to spread very quickly.

To make a good first impression, customize your profile: add a nice photo, description and a link, which adds credibility. Start by listening to conversations on Twitter. Find and follow people who interest you including industry experts, institutions, activists and journalists. “And follow people with whom you disagree – even if it hurts,” suggested Jérôme Tomasini.

***“Don’t get into fights. Be classy. Have the higher ground. Positivity generates positivity.”***

Jérôme Tomasini

## Share and be generous

Just like in real life, be interesting and relevant on Twitter. Enhance your tweets with photos, hashtags, GIFs and stickers. New in 2016, videos play automatically and are an effective tool to convey emotion and authenticity, especially during a live event. “Think about the people who are not there and help them to experience it,” said Jérôme Tomasini, adding: “share and be generous.”

Further suggestions included adding numbers to the beginning of your tweets and using interesting quotes by famous and everyday people, as well wit and anecdotes. “Put some soul into your content, and people will react,” said Jérôme Tomasini.

Finally, break your own news or set the record straight, if needed. Use Twitter to deny rumours and defend yourself in case of a crisis.



## KEY FIGURES

Following Charlie Hebdo, @Plantu's tweet got shared **32,000** times and received **2.3 million** impressions on Twitter. The press embedded it **68** times, and it reached **22 million** people.

# SPORT AS A VEHICLE FOR STABILITY, PEACE AND HAPPINESS

Discovery session – Women in Sport hub

Moderator:

**Lorraine Danet Deloison**

Consultant, Director of Partnerships,  
Women sports

Speakers:

**Laurence Fischer**

Three-time Karate World Champion, administrator  
and sport education consultant for NGO's

**Malene Rydahl**

Author, speaker, executive coach,  
goodwill ambassador



Sport can have a positive influence on our lives – it can contribute to wellbeing and bring peace and happiness. It is not just about performing at a high level and competing; participating in sport at any level can bring people together and build confidence.

“I rarely admit I am a sportswoman,” said Malene Rydahl. “But sport has been one of the biggest supporters in everything I have done in my life.” During times when she has had to make difficult decisions, running and walking have helped her.

Laurence Fischer competed in karate professionally, but what the sport has taught her about life has had a bigger impact on her than the medals she has won. As a child it helped her to overcome shyness, and she developed discipline and courage. “I understand my weaknesses and strengths,” she said.

## Life skills from sport

Skills learned by doing sport can be useful in life, both in careers and also personally in helping one become a stable human being. The skills she developed from karate helped Laurence Fischer make the transition

from competitive sport to the business world. She learned to navigate her new life with calmness and perspective. “A fight is two minutes, a career is 10 years, life is 80 years,” she said.

Not everyone can become a world champion, but they can still experience sporting victories. It is about finding your level and redefining goals, said Malene Rydahl. Feeling that you have achieved something in sport can be helpful for achieving other things in life. “If you go out and walk 10 minutes in the morning, that is a victory, and if you consider that a victory, that is how you feel inside and you feel like you can go and do a lot of other things,” she said.

**“Sport on a day to day basis can teach, help; you don’t have to be at top athlete level.”**

Lorraine Danet Deloison

Laurence Fischer highlighted the work she does teaching karate to women in Afghanistan and the Democratic Republic of Congo, and the incredibly positive impact it has

had on their lives. The women she worked with have been through horrific experiences and faced threats to their lives. “During the moments they practice, they forget the nightmare they lived before,” she said. “It is magic and powerful.”



Laurence Fischer, Malene Rydahl, Lorraine Danet Deloison

***“You can be sportswoman  
without being a top  
performer in sport.”***

Malene Rydahl

***“Sport can open your  
mind on so many things,  
so many possibilities.”***

Laurence Fischer



Laurence Fischer, Malene Rydahl

# POLICY FOR THE NEXT STAGE OF WOMEN'S ECONOMIC ADVANCEMENT

Plenary session

Moderator:

**Claire Doole**

Founder & CEO, Claire Doole Communications

Speakers:

**Arancha González**

Executive Director, International Trade Centre and UN Assistant Secretary General

**Patty Hajdu**

Canadian Minister of Status of Women

**Emmanuel Macron**

Politician and former French Minister of Economy, Industry and Digital Affairs



Canada and France, two of the world's largest economies, have surprisingly poor records when it comes to gender equality, delegates heard. Canada was criticized in a 2015 UN Human Rights Reports for "persistent inequalities between women and men in Canada, including the high level of the gender wage gap and its disproportionate effect on low-income women, visible minority women and indigenous women." Canada has the seventh highest gender wage gap out of 35 OECD countries.

## Unexplained inequality

"We have a long way to go," said Patty Hajdu, Canada's first full-time minister for women. "Our prime minister [Justin Trudeau] was adamant that we put gender equality at the core of our platform." Legislation being introduced in 2018 will address the problem in federally regulated workplaces, but around 15% of the wage gap is still "unexplained".

France has its own obstacles to overcome. At the rate of progress it is currently making on closing the gender wage gap, equality will not be reached until 2186. "This situation is directly linked with the fact that women are not properly represented on executive boards and in our National Assembly, and are not fully part of those who take decisions," said French presidential hopeful Emmanuel Macron.

## The quota debate

Both leaders agreed that legislation is necessary to protect women's rights, but that laws are useless if not enforced, as is often the case in France. While Emmanuel Macron was in favour of quotas to ensure that women are fairly represented, the Canadian government has decided not to take that route.

Commenting on the discussion between the Canadian minister and the former French minister, Arancha González made a forceful call for a broader perspective that emphasizes societies over women and diversity over gender. "It's not just about Canada and France," she said. "We have one billion women excluded from the economy today. The bulk of these women are in poor countries in the informal sector, the rural sector." One of her organization's goals is to connect a million of these women to the market by 2020 on shetrades.com. SheTrades is an International Trade Center initiative that provides buyers across the world with a unique platform to connect with women-owned enterprises. The platform brings together thousands of women-owned enterprises from sectors ranging from agriculture to IT services, allowing them to showcase their offerings.

*"I am a self-declared feminist, but my first objective is to be a feminist recognized by women, which is much more important."*

Emmanuel Macron



*"When you don't have role models, you don't break the cultural blockage, and you don't progress in your society."*

Emmanuel Macron



*"There are a number of things we can do through government, and we have a responsibility to lead by example, but what we're talking about is a cultural change."*

Patty Hajdu



*"States buy in public procurement 15 trillion goods per year; only 1% is procured from women."*

Aranca González



Emmanuel Macron, Clara Gaymard

## KEY FIGURES

Canada ranks 29<sup>th</sup> out of 35 OECD countries in terms of gender wage gap. (source: OECD)

**81%** of part-time workers in France are women. (source: DARES, French Labour Ministry)

# CLOSING KEYNOTE ADDRESS

Plenary session

Speakers:

**Maria Leonor Robredo**

Vice-President, Republic of the Philippines

**Georgina Hernandez-Yang**

Head of Advocacy and Anti-Poverty Programmes and Spokesperson, Office of the Vice-President



Maria Leonor Robredo, Vice-President, Republic of the Philippines, was unable to travel to Deauville due to urgent business back home. Georgina Hernandez-Yang, Head of Advocacy and Anti-Poverty Programmes and Spokesperson for Vice-President Robredo read her prepared remarks on women and the sharing economy.

The vice president recalled her days as a lawyer working with poor and marginalized communities. She tried to help victims of domestic abuse, but many of these women preferred to drop their cases because they feared for their economic prospects going it alone. “They would rather suffer abuse to escape poverty,” she said.

Partly stemming from that experience, she helped to include the economic empowerment of women as one of the key goals for the current administration. Public officials reached out to all segments of society in all geographical regions to come up with a comprehensive roadmap to address the problem.

The effort is building on the already strong entrepreneurial spirit of Filipina women. Sixty-nine percent of new businesses in the Philippines are started by women.

## Natural adapters of the sharing economy

The development of the sharing economy is just beginning in the Philippines. To date it has been

restricted mostly to names such as Uber and Airbnb. Nevertheless, Filipinos should prove to be “natural adapters,” both as entrepreneurs and consumers. The vice president expressed hope that the sharing economy would help improve the lives of the poorest people in the country.

Women are well placed to play a major role. In some ways the sharing economy merely provides a market structure to long-standing informal practices such as daycare swaps and car pooling.

## Public policy for the sharing economy

Several steps need to be taken to create an “enabling environment” to help the sharing economy flourish. These include improved access to capital and technical assistance for entrepreneurs. Internet connectivity must be improved – a huge challenge in a country of about 100 million spread across a vast archipelago. On these and other fronts, the government must work in partnership with the private sector.

As the role of women in the sharing economy grows, public officials need to ensure their safety. They must also be guaranteed equal access to business opportunities and markets. They need to be included in the decision-making process as the new segment of the economy evolves.

*“The image of the Filipino businesswoman is woven into Filipino culture at all levels.”*

*“An app is just a snazzy way to do carpooling.”*

María Leonor Robredo



Georgina Hernandez-Yang

## KEY FIGURES

There are **1.2 million** women in poverty in the Philippines – **25.6%** of the total.

**2.4 million** Filipino children live in poverty.

**69%** of new businesses in the Philippines are started by women.

# LOOKING TOWARDS 2017

Short plenary session

Speaker:

**Clara Gaymard**

President,

Women's Forum for the Economy & Society



Clara Gaymard delivered the closing speech to the Women's Forum Global Meeting 2016 to applause from the audience. There were so many things to take away from the meeting she said, but one important point for her was that "the government, the company and the society have to be together to change the world and give more power to women."

She was grateful to those who attended. "You are so impressive; you connect to each other," she said. "At the end of the day, it is the people in the room who make the Forum, so I want to first thank you all. And say one thing: Never give up. No is not an answer."


## **On the horizon for 2017**

Discussing what is on the horizon for next year's meeting, Clara Gaymard said there need to be more testimonials from people who rise up and who change the world and have an impact. She hopes the meeting will focus on how we can commit and act and to build the future that we want. "We all want a better future, not just for women but for the world," she said.

Clara Gaymard thanked the team who had made the Women's Forum Global Meeting happen and also the speakers. To the delegates she said: "You have to say thank-you to yourself. You took time to come here, you have to take the best of it, take it back, spread it."

Finally, she asked a favour from the audience, to send their feedback and to send messages that can be published. "We are all here because we believe we have to change the world. We have the power to do it but if we want to have real power, we have to go and convince the ones who have the power today which is the men, 55, white."

"We need your words and your testimony and we need to be able to publish it, to go to them and say: 'Hey this is what you have to do to make a better world, a better company, a better country,'" she concluded.

A photograph of Clara Gaymard, a woman with blonde hair, speaking into a microphone on a stage. She is wearing a blue and pink patterned top. The background is dark with some blurred text.

*“Never give up. No is not an answer.”*  
Clara Gaymard



Digital technologies stimulate social and economic development and open new doors for women. We support our women's leadership development and diversity within Orange.

During the Women's Forum, we invite you to use our Orange Wi-Fi and take advantage of personal social media training. You can also experience virtual reality first hand or simply relax in the Orange lounge corner. Feel free to stop by, meet us, and join our sessions to discuss how innovative uses of digital technology can create social impact.

Orange is one of the world's leading telecommunications operators with sales of 40 billion euros in 2015 and 154,000 employees worldwide at 30 September 2016, including 95,000 employees in France. Present in 29 countries, the Group has a total customer base of 256 million customers worldwide at 30 September 2016, including 194 million mobile customers and 18 million fixed broadband customers. Orange is also a leading provider of global IT and telecommunication services to multinational companies, under the brand Orange Business Services. In March 2015, the Group presented its new strategic plan "Essentials2020" which places customer experience at the heart of its strategy with the aim of allowing them to benefit fully from the digital universe and the power of its new generation networks.

Orange is listed on Euronext Paris (symbol ORA) and on the New York Stock Exchange (symbol ORAN).





The Renault-Nissan Alliance is the auto industry's leading champion of gender equality. Having a diversified workplace where everyone gets opportunities for career advancement ensures the biggest possible talent pool for the Alliance, which ultimately drives profitability. Through its Declaration of Employees Fundamental Rights, Diversity Charter, Agreement on Professional Equality and career development programmes for women, the Alliance remains fully committed to equal opportunities for its global workforce.

The Renault-Nissan Alliance is a strategic partnership between Paris-based Renault and Yokohama, Japan-based Nissan. In 2015, the Alliance sold 8.5 million cars in nearly 200 countries – one in 10 cars worldwide. Brands include Renault, Dacia, Renault Samsung, Nissan, Infiniti, Datsun, Venucia, Lada and Mitsubishi. The Alliance is the auto industry's leader in sustainability and has sold more zero-emission vehicles than all other automakers combined.





[www.axa.com](http://www.axa.com)

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AXA is a world leader in insurance and asset management, serving 103 million customers – individuals and businesses – in 64 countries. At AXA, we help customers-people & business alike- live their lives with peace of mind by protecting them, their relatives and their property against risks, and by managing their savings and assets. We believe that empowering women will foster a more sustainable society. AXA stands as a trusted partner for its women customers to unlock their potential as decision makers.



[www.fdj.fr](http://www.fdj.fr)

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Equality of opportunity is the most important guarantee that FDJ offers to its clients. This also applies within the company, where male and female employees are given equal access to career advancement opportunities and gender balance is ensured across all roles.

FDJ now wishes to reinforce this commitment in sport, a sector in which it is closely involved. As a partner, sponsor and betting operator, FDJ is a major financial backer of sport in France. By supporting the Women in Sport Initiative, by the Women's Forum for the Economy & Society, FDJ plans to contribute to a societal challenge: turning gender diversity into an asset.





### **BARRIÈRE**

[www.lucienbarriere.com](http://www.lucienbarriere.com)

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Created over one hundred years ago, Barrière is now one of the key players in the high end leisure and entertainment industry.

Barrière consists of 33 casinos, 17 luxury hotels, over 120 restaurants and bars, over 3,000 shows each year, 13 spas, 1 Thalasso, 1 Balneotherapy Centre, 3 golf courses and almost 7,000 employees.

The Group's success is the result of its commitment to capturing the French art of living, which has become synonymous with the «Barrière State of Mind».

Since the 1990s, when Diane Barrière-Desseigne gave the Group fresh impetus, leading the way for a new generation of visionary female company directors. It is therefore with pride that Barrière supports the Women's Forum for the Economy & Society and remains committed to its policy of a dynamic and diverse workplace, especially with respect to training and job mobility.

### **JCDecaux**

[www.jcdecaux.com](http://www.jcdecaux.com)

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JCDecaux, the N°1 worldwide in outdoor advertising and self-service bicycle hire, is the only pure player active in the three segments of its industry: street furniture, transport advertising and billboard advertising (2015 revenues: €3,208m).

It all started with a simple idea: to provide cities with street furniture free of charge in exchange for exclusive advertising rights.

Sharing products and services as bus shelters, self-service bikes or free wifi is JCDecaux core business supported by 12,850 people in more than 75 countries. Thus, JCDecaux is naturally a partner of the 2016 Women's Forum Global Meeting.

The Lenovo logo consists of the word "Lenovo" in white, sans-serif font, set against a red rectangular background.

[www.lenovo.com](http://www.lenovo.com)

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Lenovo is a \$46 billion global company and a leader in providing innovative consumer, commercial and enterprise technology. Our portfolio of high-quality, secure products and services covers PCs (including the legendary Think and multimode YOGA brands), workstations, servers, storage, smart TVs, smartphones tablets & apps. Lenovo is a global company, valuing diversity & cultural integration. Lenovo launched the “Women in Leadership” programme in 2007 to address key priorities that would support women’s growth. Lenovo is proud to be the Official Technology Sponsor of the Women’s Forum for the Economy & Society since 2006.

The McKinsey & Company logo features the text "McKinsey & Company" in a blue, serif font.

[www.mckinsey.com](http://www.mckinsey.com)

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For many years, McKinsey & Company has made gender diversity a priority. Over the past ten years, we have launched major internal initiatives to develop women as leaders, and more recently «All in», which brings men and women together to make of our firm a place where the world’s most talented women can have a long and successful career. We also regularly publish our “Women Matter” series of reports, to support women in business and the economy. This has made us a natural partner of the Women’s Forum for the Economy & Society since the beginning. This has also led us to become the knowledge partner of the CEO Champions Initiative. This year, the Forum’s theme “Is the sharing economy a sharing world?” sets the context for McKinsey to engage leaders from various sectors and geographies on how can women and men better share work and responsibilities, in and outside the workplace, to make the world more equal and more prosper.

## GOLD PARTNERS

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[www.michelin.com](http://www.michelin.com)

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Leader within its sector, Michelin Group is proud to take part in the development of innovative action plans that promote diversity in the business world. By 2030, we have set an ambitious goal: increasing the percentage of women in management and supervisory roles to 30%. We are sure that this partnership with the Women's Forum Global Meeting 2016, whose contributions to feminize governance bodies are recognized world-wide, will pave the way for other innovative ideas that will strengthen the influence of women throughout the world.



[www.sanofi.com](http://www.sanofi.com)

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Sanofi is a global life sciences company committed to improving access to healthcare and supporting people.

In a collaborative approach, acting to reduce health inequalities, Sanofi conducted 280 access to healthcare programmes in 2015, within the communities the most in need. 55 million people received diagnosis, vaccination, treatment and awareness campaigns aimed at more than 260 million people.

We strive to educate our 110 000 employees about the value of diversity and embrace it as an opportunity to really make a difference in the daily lives of patients and enable them to enjoy a healthier life.

### SHISEIDO GROUP

[www.shiseido.com](http://www.shiseido.com)

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“Inspiring a life of beauty and culture” is the corporate mission for the Shiseido Group business operations. In other words, we aim to serve as a life-long partner for people around the world to help them achieve greater beauty and spiritual fulfillment through our cutting-edge products and services. Shiseido Group supports all women to become healthy and beautiful. Shiseido Group is supporting women’s ways of living from all angles, such as support for women’s independence/social participation (e.g. support for female researchers, female junior high school and high school students’ career selection, parental care and female athletes) as well as providing beauty information to children and families.



[www.sodexo.com](http://www.sodexo.com)

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Sodexo’s commitment to the advancement of women and gender balance at every level of the organization is longstanding and has been recognized by numerous awards and recognitions including the 2016 United Nations Women’s Empowerment Principles awards. We have collaborated with the Women’s Forum for the Economy & Society since 2007 and today we are proud to be part of the Canada Delegation in order to further the global conversation on gender balance.

# UBER

[www.uber.com](http://www.uber.com)

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UBER partnered with the Women's Forum for the Economy & Society to simplify the travels of its participants during the 2016 Women's Forum Global Meeting. From 30 November to 2 December, participants enjoyed free rides and were transported by women UBER partners in the local area including Deauville, Trouville, Tourgeville and Saint-Arnoult.

# SILVER PARTNERS

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[new.abb.com](http://new.abb.com)

With more than 140 nationalities at ABB, we see the benefits of diversity every day. Our presence at the Women's Forum is an opportunity for us to celebrate the diversity of our workforce and the contribution made by women in our leadership teams. ABB is proud to partner with the Women's Forum for the Economy & Society and to support women in technology.



[www.airbusgroup.com](http://www.airbusgroup.com)

Airbus Group is built on Diversity in all its forms, and harnessing the benefits of what this can bring in terms of innovation, creativity and performance is a key priority for the company to sustain our competitive advantage and keep us agile in this ever changing environment. Partnering with the Women's Forum for the Economy & Society allows Airbus Group to share its best practices and learn from industry partners and other stakeholders.



**AUGUST DEBOUZY**  
AVOCATS

[www.august-debouzy.com](http://www.august-debouzy.com)

Driven by an entrepreneurial spirit for over 20 years, our law firm, with 130 lawyers, offers more than just legal advice. August & Debouzy has always given a significant role to women and has encouraged diversity among its members. We are proud to bring together people from all around the world.

## SILVER PARTNERS

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[www.ampvisualtv.tv](http://www.ampvisualtv.tv)

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For the first time, AMP VISUAL TV is partnering the Women's Forum Global Meeting, providing A/V services for the plenary sessions and social media. We are honoured to participate and spread the values transmitted by the Women's Forum to which we subscribe completely.

One of the world's leading providers, AMP VISUAL TV offers its services across the entire production chain for live filming and broadcasting and pioneers in new technological applications: HD OB vans, 3D film, 4K, digital RF, live streaming with social media, Media Center and VR360. It annually produces 15,000 hours, particularly in live performance, special events, entertainment and sports.



The bank for a changing world

[www.bnpparibas.com](http://www.bnpparibas.com)

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As the 'Bank for a Changing World', BNP Paribas' goal is to accompany its clients as they navigate new business practices with the changes that these imply. We are thus extremely honored to be a partner of the Women's Forum Global Meeting 2016, engaging in building the future through the vision of exceptional women.



[www.bpifrance.fr](http://www.bpifrance.fr)

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Bpifrance, a public investment bank, is the trusted partner for entrepreneurs

Bpifrance finances businesses from the seed phase to transfer to stock exchange listing, through loans, guarantees and equity. Bpifrance accompanies firms developing export activities, in partnership with Business France, and provides support to their innovation projects.

Bpifrance offers businesses the benefit of a powerful contact, one who is on hand and able to respond efficiently to their financing needs, during every step of their development.

Bpifrance acts in support of public policy established by the State and the Regions.

## SILVER PARTNERS

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### EgonZehnder

[www.egonzehnder.com](http://www.egonzehnder.com)

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Egon Zehnder is the world's largest privately-held executive search and talent strategy firm, with more than 400 consultants and 69 offices in 41 countries.

As a truly global one firm and equal partnership comprising male and female colleagues at all levels and including many cultures, languages, and beliefs, we have a deeply personal appreciation for the value of diversity.



[www.eurazeo.com](http://www.eurazeo.com)

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Eurazeo is one of the leading listed investment companies in Europe with €5 billion in diversified assets.

As a company seeking to deliver sustainable leadership for its portfolio companies, we are convinced that gender mix is a significant factor for business performance and we are committed to helping drive fundamental change towards greater diversity.

### ExxonMobil

[corporate.exxonmobil.com](http://corporate.exxonmobil.com)

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As well as providing support for women in developing countries and emerging markets, we also look for opportunities to raise awareness of the importance of advancing economic opportunities for women. Partnering with the 2016 Women's Forum Global Meeting supports this global effort.



## SILVER PARTNERS

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[www.ey.com](http://www.ey.com)

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EY is a global leader in assurance, tax, transaction and advisory services with 231,000 employees and 700 offices in more than 150 countries.

At EY, we believe that only the highest-performing teams, which maximize the power of different opinions and perspectives, will succeed in the global marketplace. That's why diversity and inclusiveness are a priority for EY.



[www.fidal.com](http://www.fidal.com)

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Our support of the Women's Forum for the Economy & Society is a demonstration of Fidal's corporate social responsibility and its commitment to gender equality and diversity. This new partnering exemplifies the importance we place on the advancement of women at every level of our organization including the top management.



[fondationloreal.com](http://fondationloreal.com)

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Empower. Inform. Support. Accompany. Change perceptions. These are the convictions and core values that guide the L'Oréal Foundation's commitment to women throughout the world. For Women in Science supports women in research, recognizes excellence in a field where women are underrepresented and encourages scientific vocations of girls. Beauty For a Better Life programme helps women affected by illness, poverty and isolation to regain their dignity through professional beauty trainings and beauty care and well-being treatments in medical and social contexts. The Women's Forum Global Meeting gives us the opportunity to share our convictions and commitments to women all over the world. A commitment to pushing its challenges, actions and achievements to their furthest limits.

## SILVER PARTNERS

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**Hogan  
Lovells**

[www.hoganlovells.com](http://www.hoganlovells.com)

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Change is happening faster than ever, and to stay ahead, you need to anticipate what's next. Whether you're expanding into new markets, considering capital from new sources, or dealing with increasingly complex regulation or disputes, we can help. Whether change brings opportunity, risk, or disruption, be ready by working with Hogan Lovells.

**Keolis**

[www.keolis.com](http://www.keolis.com)

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Keolis has operated a global diversity policy over the past 10 years, putting practical initiatives in place to promote gender equality in all of its businesses, across 15 different countries. Partnering the 2016 Women's Forum Global Meeting is a great opportunity to share our different experiences, and to embrace the possibilities of a new sharing economy for women.

**LATHAM & WATKINS**

[www.lw.com](http://www.lw.com)

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Latham & Watkins LLP is a world's premier business law firm with more than 2,100 attorneys in 31 offices. Launched in 2006, our WEB (Women Enriching Business) is a two-pronged initiative designed to promote women in business by creating broader networks and productive business relationships and by attracting and investing in the long-term success of women.

# SILVER PARTNERS

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[www.publicisgroupe.com](http://www.publicisgroupe.com)

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Publicis Groupe has always drawn its innovative strength from the vast diversity of profiles, cultures and generations working closely across its agencies. The Women's Forum for the Economy & Society is a sounding board for sharing and debating innovative solutions to today's key issues and an opportunity to reaffirm and nurture our corporate culture Viva la Difference!



[www.redhat.com](http://www.redhat.com)

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As the world's leading provider of Open Source, enterprise IT solutions, harnessing the power of Innovation, Red Hat is looking for opportunities to raise the awareness of value of Collaboration and Open Organizations. Red Hat was one of the original sharing economy companies. Honored to be a partner of the 2016 Women's Forum Global Meeting to recognize the contributions women are making and their role in these new sharing economy world and inspire a new generation to join the Open Source movement.



[twitter.com](http://twitter.com)

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Twitter wants women to be able to communicate in a safe, secure, and enjoyable environment online. #PositionOfStrength is about encouraging women to harness that power within their societies, to speak up, to make sure their voice is heard so the voices of all women are more represented.

**vitra.**

[www.vitra.com](http://www.vitra.com)

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Vitra produces furniture for office, home and public spaces. Our aim is to provide versatile products, intelligently designed, functionally reliable and durable. Vitra has always worked with the world's best designers, whose products reflect their personal point of view. The cultural image of Vitra is carried by the Vitra Design Museum and its outstanding architectural site. The Vitra Campus is located in Germany near Basel.



[www.vrankenpommery.com/fr/](http://www.vrankenpommery.com/fr/)

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All over the world, since it is their favorite wine, champagne is often linked to women. Following the steps of Madame Pommery, who started in 1836 the company that is now well-known as Vranken –Pommery Monopole, we are happy to introduce you to an entire universe dedicated to the know-how of her champagne. It is with this vision that the group got committed from the very beginning to create The Women's Forum for the Economy and Society to develop together the strong ideas of the world of tomorrow.

**WAVESTONE**

[www.wavestone.com](http://www.wavestone.com)

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Wavestone's mission is to enlighten and guide their clients in their most critical decisions, drawing on functional, sectoral and technological expertise.

Our firm is one of the leading independent consulting organizations in Europe, and number one in France. We are honored to partner the 2016 Women's Forum Global Meeting, sharing thoughts on collaborative consumption and the sharing economy.



Musées  
d'Orsay et  
de l'Orangerie

[www.musee-orsay.fr](http://www.musee-orsay.fr)

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The Musée d'Orsay and Musée de l'Orangerie have celebrated women for several years through their collections and programmes. The Women Patrons Circle was launched in 2013 with a view of mobilizing women's networks of primary importance which are willing to support the museums' projects.



[www.oecd.org/forum](http://www.oecd.org/forum)

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OECD Forum 2017, 6-7 June, with the annual OECD Ministerial Meeting 7-8 June, is a unique opportunity for government representatives, business, trade unions, civil society, academia and media to debate global social and economic challenges. Since 2000, 24,000 people have participated, sharing visions and views on critical issues our societies face.



[www.businessfrance.fr](http://www.businessfrance.fr)

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[www.fff.fr](http://www.fff.fr)

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**SciencesPo**

[www.sciencespo.fr](http://www.sciencespo.fr)

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# EVENT

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[www.bankofamerica.com](http://www.bankofamerica.com)



[www.coca-cola-france.fr](http://www.coca-cola-france.fr)



[eventdrive.com](http://eventdrive.com)

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[www.kusmitea.com](http://www.kusmitea.com)



[www.pwnglobal.net](http://www.pwnglobal.net)



[www.sipa.com](http://www.sipa.com)

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[30percentclub.org](http://30percentclub.org)



[bubbles-company.com](http://bubbles-company.com)



[www.everspeed.fr](http://www.everspeed.fr)

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[www.afp.com](http://www.afp.com)

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AFP is a global news agency. AFP delivers the news in video, text, photos, multimedia and graphics to a wide range of customers including newspapers and magazines, radio and TV channels, web sites and portals, mobile operators, corporate clients as well as public institutions. Partnering with the 2016 Women's Forum Global Meeting reinforces AFP's commitment to corporate responsibility and diversity.



[businessofeminin.com](http://businessofeminin.com)

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Business O Féminin is a digital and international women's business magazine which aims at empowering women in the world through interviews of business leaders and entrepreneurs, career tips and personal development. We are now developing our podcasts to feature even more women success and bring to our readers the best of the Tech world.



[www.chari-t.fr](http://www.chari-t.fr)

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CHARI-T Magazine is the first women's magazine dedicated to charity in the world. Its innovative editorial line relays commitments of brands and personalities. With this partnership, its founder, Cynthia Illouz, specialist in philanthropy, wanted to unveil the initiatives undertaken by many participants of the 2016 Women's Forum Global Meeting.





[www.decisionsdurables.com](http://www.decisionsdurables.com)

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Décisions durables is the French leading magazine on green economic growth, new business models and CSR. The goal of our partnership with the Women's Forum Global Meeting 2016 is to increase women's visibility and weight in the business and political community. We introduce in our columns, outstanding women in all their diversity, focusing on their success and the way they increase sustainable economic growth.



[www.euractiv.fr](http://www.euractiv.fr)

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EurActiv, the European Media Network present in 12 EU capitals, publishes free EU news and facilitates EU policy debates for policy professionals in 12 languages. With 2.8+ million page views and 794,992 'unique visitors' per month, EurActiv is the leading online media on EU affairs. EurActiv is proud to be a Media Partner of the 2016 Women's Forum Global Meeting.



[fr.euronews.com](http://fr.euronews.com)

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Euronews is proud to be media partner of the 2016 Women's Forum Global Meeting, for it sympathizes with the Forum's struggle to reveal and increase the role of women in the world. Euronews believes that women's empowerment is one of the biggest challenges and key issues of the XXI<sup>st</sup> century: gender inequalities and violence towards women need to stop. And Euronews is determined, through its editorial and management choices, to participate in this change. Being media partner of the Women's Forum is therefore an evidence for Euronews.



[www.eurosport.fr](http://www.eurosport.fr)

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As Europe's Number 1 sport destination and home of the Olympic Games 2018-2024, Eurosport has a proud history of promoting and supporting women's sports. For this reason, we are delighted to be partnering with the Women's Forum Global Meeting 2016 and specifically the Women in Sport Initiative.



[www.franceculture.fr](http://www.franceculture.fr)

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France Culture, radio station of all knowledge and creativity, enables listeners to see the world differently, with hindsight and perspective. France Culture addresses all genres and radio issues. It includes Information and news of course, but also a unique creative radio offering a variety of documentaries and fictions and other disciplines such as history, science or philosophy to everyone.



[www.francemediasmonde.com](http://www.francemediasmonde.com)

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France Médias Monde, the group in charge of French international broadcasting services, comprises three media all defending shared values such as human rights, gender equality and promotion of diversity on a global scale in 15 languages. France Médias Monde pay particular attention to the status of women around the world and feature topics and programmes about the realities women face in all areas. RFI, France 24 and Monte Carlo Doualiya are also committed to gender equality. They are pleased to support this edition of the Women's Forum Global Meeting.



[www.frenchweb.fr](http://www.frenchweb.fr)

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FrenchWeb.fr is a digital media focusing on different initiatives regarding French actors around the world. This media has gathered the most important French professionals, entrepreneurs, experts and investors from France to provide the audience with the latest news in the innovation sector.



[girlzinweb.com](http://girlzinweb.com)

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Girlz in Web shares core values with the 2016 Women's Forum Global Meeting and is thrilled to be able to share insights from inspiring Women with the community.

## **Groupe Jeune Afrique**

[www.jeuneafrique.com](http://www.jeuneafrique.com)

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Jeune Afrique Media is a 100% multi-media group. We produce numerous influential titles and publications and provide our customers with branded content solutions for both print and digital platforms. The power of our media and digital networks will help raise your profile and help you to become an economic leader on the continent. Jeune Afrique is also the biggest Pan-African media group in terms of readerhip, audience, influence and engagement on the continent.



[www.lajourneedelafemmedigitale.fr](http://www.lajourneedelafemmedigitale.fr)

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The « Journée de la Femme Digitale » (Digital Women's day) is an annual event celebrating women and entrepreneurship which also promotes digital as transforming the role of women in workplace. We are very proud of being associated for the first time of JFD's history to the Women's Forum. We are sharing a same objectif : create a future in which women won't only be part of but real actors that will count and make a difference.



[www.huffingtonpost.fr](http://www.huffingtonpost.fr)

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With 16 editions around the world, The Huffington Post has featured some of the greatest women's voices in the world. Politicians, entrepreneurs, mothers, celebrities, world leaders - many of them amazing bloggers who defended their own vision on how they could change the society. Something greatly shared with The Women's Forum's Global Meeting's goal to promote women's voices, and to help them strengthen their representation as experts.



[www.leparisien.fr](http://www.leparisien.fr)

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Le Parisien is proud to be a Women's Forum partner for the second time this year. The Parisien Aujourd'hui en France is the leading general information newspaper in France with more than 346,000 copies sold every day. On the web, it is the first social media and 3rd news website. Its success is due to its impartial editorial line and its wish to follow its readers in their understanding of today's and tomorrow's world.

## les affaires

[www.lesaffaires.com](http://www.lesaffaires.com)

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The Quebec economic and financial weekly Les Affaires is pleased to partner with the 12th edition of the Women's Forum Global Meeting. The sharing economy reinvents the rules for all sectors. This thematic is crucial for our readers, the business influencers and this is why we participate actively to the Forum.

## LesEchos

[www.lesechos.fr](http://www.lesechos.fr)

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Les Echos is a leading newspaper and a reference brand which covers all the economic information in a constant completeness and quality, regardless of the medium used. In a complex and uncertain economic environment, economic actors need now more than ever a reliable, accurate and innovative media. The editorial excellence and expertise of Les Echos provide the readers effective economic information, which helps in decision making. "We have supported the Women's Forum for the Economy & Society since its creation. We are aware of women's increasing power, of their contribution to economic growth and their influence on our societies' future great issues."

*madame*  
**FIGARO**

[madame.lefigaro.fr](http://madame.lefigaro.fr)

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Madame Figaro, France's largest women's weekly magazine, is proud to be the partner of the 2016 Women's Forum Global Meeting. It was a natural decision for Madame Figaro to support this event. Over the past 35 years, Madame Figaro's mission has been to empower and inspire women and support all facets of creation in business, the arts and fashion.



[www.optionfinance.fr](http://www.optionfinance.fr)

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The French leading weekly magazine for financial professionals

Launched in 1988, Option Finance is the top weekly magazine for corporate finance and institutional investment management. Option Finance has been working with financial professionals, economists, bankers, lawyers, in order to build the most comprehensive range of information and expertise to support them in their business and reflexion.



**Maddyness**

[www.maddyness.com](http://www.maddyness.com)

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Maddyness is the magazine dedicated to startups and innovation in France. In three years and a half, Maddyness has become a catalyst for new projects and the resonance of the startup spirit made in France with more than 350K readers per month. The partnership with the Women's Forum Global Meeting is an opportunity for us to participate in the highlighting women's vision for the economy of the future.



**RAPPLER**

[www.rappler.com](http://www.rappler.com)

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A social news network where stories inspire community engagement and digitally fuelled actions for social change.

## **THE CONVERSATION**

[theconversation.com/fr](http://theconversation.com/fr)

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The Conversation is an independent source of news and views, sourced from the academic and research community and delivered direct to the public. Our team of professional editors work with university and research institute experts to unlock their knowledge for use by the wider public. Access to independent, high quality, authenticated, explanatory journalism underpins a functioning democracy. Our aim is to allow for better understanding of current affairs and complex issues.

## **The New York Times**

[www.nytimes.com](http://www.nytimes.com)

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The New York Times Company – a global media organization dedicated to enhancing society by creating, collecting and distributing high-quality news and information – is proud to be a partner of the 2016 Women's Forum Global Meeting.

## **Usbek & Rica**

[usbeketrica.com](http://usbeketrica.com)

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Futures worth exploring

Usbek & Rica follows a double purpose : analysing the world to come and giving people the chance to experiment the many futures we are promised. As women will play a crucial part in the making of a fairer society, we support the 2016 Women's forum Global Meeting.



[women-side.com](http://women-side.com)

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Women Side Magazine seeks to highlight all that women bring to the world, in all fields, as well as actors of equality for helping them.



[www.womensports.fr](http://www.womensports.fr)

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Women Sports is pleased to partner with the 12<sup>th</sup> edition of the Women's Forum Global Meeting. Women in sports is a challenge: economical, sportive, social and its under mediatization a real subject. This is the reason why Women Sports, the first French hub multimedia dedicated to Women who loves sports, is becoming a major actor in promoting the feminine sports practice.





# MANAGEMENT AND TEAMS

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