



WOMEN'S FORUM
FOR THE ECONOMY & SOCIETY

Building the future with women's vision

3rd Edition
WOMEN'S FORUM
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Making vibrant growth for all
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ADVANCING WOMEN IN THE HEALTHCARE SECTOR

Host welcome:

Clarice Sztajnbock, VP Medical Affairs, Sanofi, Latin America and Women's Leadership Council Representative for Latin America

Moderator:

Tania Morales, Presenter, Revista CBN

Speakers:

Vera Lucia Escobar Archilla, Physician, Unimed

Maira Caleffi, Head of the Brazilian Federation of Philanthropic Breast Health Institutions (FEMAMA) and Board Member of International Union for Cancer Control (UICC)

Irani Francischetto, Executive Director and Investigator, Osteoporosis Diagnostic and Research Center of Espírito Santo State (CEDOES) and Member of the Steering Committee, Clinical Research Alliance Brazil

Ana Maria Malik, Coordinator, Center for Studies in Healthcare Planning and Management (GVsaúde), Fundação Getúlio Vargas

Ana Maria Martins, Director, Reference Center for Inborn Errors of Metabolism, Federal University of São Paulo (UNIFESP) and Scientific Director, Institute of Genetics and Inborn Errors of Metabolism (IGEIM)

People in the spotlight

Maria Malink and **Irani Francischetto**

“Women have to preserve their specific characteristics. They work better in teams, perhaps because they are more open to learning, sharing, and not just competing. This is an important feature of management. And there is also intuition. Men are not intuitive.”

Vera Lucia Archill



Highlights

The panel was designed to discuss the role of women in the healthcare sector, where they are now in the majority. In 2028, for example, there will be more female doctors than male doctors in Brazil. The moderator, Tania Morales, pointed out the diversity of the speakers, with representatives from several fronts: management, research, and social projects.

The question that opened the discussion was, “Do women have any differentials as managers, or in patient care, compared with men?” The participants were unanimous in stating that women are indeed more detail-oriented and thorough, and have the ability to think about several issues at the same time, unlike men.

“Despite these characteristics, we can count on the fingers of one hand how many women CEO’s there are in the sector. We see a lot of women in management positions, for example, but it is very rare to find women CEOs of hospitals, health institutes or large operators,” said Maria Malink, the professor from the Getúlio Vargas Foundation, the first person to answer the question.

The discussions focused on the main obstacles women come up against in taking on more senior positions in the sector. Among some of those mentioned were (1) a lack of self-confidence in her own potential, (2) the prejudice that women still suffer in the labor market, and (3) a lack of partnership among women themselves.

“After a certain age, it is difficult to work with women. We are insecure given the cultural issue itself. It is more difficult to manage conflicts and balance the team. Small things become massive problems. Women do not help each other.”

Irani Francischetto

The speakers talked about the current situation facing women in the healthcare sector in Brazil. Although there will be by 2028 be more women trained in medicine than men, women still come up against a lot of obstacles in taking on senior leadership positions in institutions. They also spoke about the consequences of this situation.

“We have very poorly managed hospitals, we have mismanaged health departments and ministries,” said Irani Francischetto, executive director of CEDOES and a member of the Executive Committee at the Alliance for Clinical Research in Brazil. “The issue in healthcare is not just a lack of investment, but there is a serious management problem. If we had more female directors of hospitals and we used their ability to put the house in order, we could without doubt improve this situation. We need to have more confidence in this.”

When questions were opened to the audience, the speakers were asked about the difficulties of doing business in Brazil.

“Anywhere in the world, what make us do business are our dreams,” said Doctor Ana Maria Martins, a professor at the Federal University of São Paulo/ “In my case, I always harbored the dream of quality medical care. This is why I treat my patients as I would want to be treated, with respect,

Key facts

- The fact that women are more open to learning than men benefits them when they want a new position in the healthcare sector, which the speakers believed is still a very macho environment.
- The panelists agreed that there is, in the health sector as a whole, a need to create a new organizational structure in which women take a more strategic role.



building a relationship in which I show I am concerned about that person.”

For Maira Caleffi, coordinator of the Porto Alegre Breast Center, one needs to think beyond the current scenario. “Only a vision of the future makes us think outside the box,” she said, “and women need to help themselves more in this regard. There are many women in need. The problem in healthcare in Brazil is on our doorstep. We have to hear about a cleaning lady who needs a mammogram to get an idea of the scale of the problem. We must dedicate ourselves to these women to have a more equal world, so we do not feel like such a minority.”

Maria Malink said that among the obstacles facing women's rise in the healthcare sector is the prejudice - often supported by facts - for many people that the “feminization” of an area pulls down salaries.

For Irani Francischetto, women are doing well because they are on their way to being the majority in the healthcare sector. “Now we need to educate our sons and daughters to build a more equal world for women and men,” she concluded.

“There is a prejudice that women do not go after results with the same drive as men. In fact, women are less aggressive, in the sense of fighting. But they do very well when they are determined to achieve certain results.”

Maria Malink

OUR SOCIETY AND THE ECONOMY: A CONVERSATION WITH THE COLOMBIAN DELEGATION

Colombia has been recognized as the happiest country in the world. Why? And what social and economic changes would bring about major advances in the country?

Moderator:

Verónica Goyzueta, Brazil
Correspondent, ABC

Speakers:

Vicky Colbert de Arboleda, Founder and Director, Fundación Escuela Nueva
Rosario Cordoba, President, Consejo Privado de Competividad
Sandra Patricia Quintero Murillo, Customer Service Manager (Hispanic Countries), White Martins Praxair
Joyce Ventura, Film Producer, UNO Ltda



“The survey that shows Colombia as the happiest country is incoherent. I quote Freud: ‘Two things are needed to be happy: to be stupid and to look stupid.’ The impression is that these were the people who answered the survey.”

Joyce Ventura

Highlights

The starting point of the discussion was the happiness of Colombians. There was consensus among the panelists, however, that this happiness is relative. They maintained that, due to the poor conditions the country has faced in recent decades, which in turn is partly due to civil war, small improvements in recent years had a tendency to make people happier.

The reality is that, despite economic improvement, much of the country is still living in poverty and lacks access to basic infrastructure services and education. With regard to women’s participation in Colombia’s economy and politics, the debaters drew attention to the imbalance in the ratio between women and men in higher education and senior positions.

Although women comprise the majority of the student body in Colombian schools, this index is not repeated in business and government. One cause is a lack of preparation to lead and to build self-esteem from elementary education onward.



“We did not realize we had no roads as we could not use them anyway because of the internal conflicts.”

Rosaria Cordoba

Although surveys indicate that Colombians are among the happiest people in the world, the reality in the country is still very tough. Given the dire situation the country has faced in the last few decades, the recent economic advances have created an illusion of a country that is making great strides. However, in basic social issues, such as education and health-care, it is still lagging behind.

While Colombia's geography favors the poorest - no extreme temperatures, good natural supply of food - it hinders the effective penetration of the state into the country's hinterland. In the 1980s Escuela Nueva was an initiative that attempted to change this situation.

The initiative held that teachers should not be seen as the font of all knowledge, but that the learning process should be shared and participatory. Among other successes, Escuela Nueva increased confidence and self-esteem among students, and encouraged the development of leadership skills and teamwork. Yet despite these achievements and the fact that it was exported to 16 countries, the methodology was abandoned in Colombia.

For the participants, this abandonment of Escuela Nueva shows that the government is not concerned about keeping

Key facts

- The high level of happiness among Colombians is relative and has to be seen in comparison with a worse situation they faced until a few years ago.
- Despite its improvements in economic indicators, Colombia is still poorly ranked globally for education, healthcare and governability.
- The country's geographic location and welcoming culture contribute to a friendlier and happier relationship among citizens.

Key figures

- 2 million jobs have been created in Colombia in recent years.
- The Ministry of Defense's budget is ten times bigger than the Ministry of Culture's.
- 30 out of every 100 Colombians have been robbed.
- 14 million Colombians live in poverty. The country has a population of 45 million people.
- 4% of Colombians own 59.9% of the country's wealth.

on projects that get positive results. As governments change, they change government projects, regardless of their prior success.

In Colombia women are now in the majority in schools and in higher education, but this is not carried over into jobs, whether or not they are leadership positions, in the private or public sector. One of the factors involved is precisely the lack of self-confidence that a modern model of education - such as Escuela Nueva - was able to provide.

In other words, education seems to be the only way for the country to change its current situation. While the economic strength of the dominant class that controls more than half of national income drives up indicators of happiness, a third of the population still lives in poverty.

In addition, those who have more power must exert pressure and work towards progress. Especially women, who, when they reach positions of leadership, must invest in policies that provide access and encourage participation by their female colleagues in companies, particularly by those women in senior positions.

These changes to the mindset are expected to speed up the transformation of the country. With regard to women, the sexist mentality that sees women exclusively as belonging at home is expected to yield to a scenario where women have their abilities recognized and get opportunities to develop their talents.

PEOPLE, MANAGEMENT AND GOVERNANCE: THE SUPPORT YOU NEED TO GO BEYOND

Moderator:

Natasha Hazan

Product and Web Relationships Director

Panelists:

Edivan Pereira da Costa

Co-Founder and CEO of SEDI

Denise Damiani

Founder of Denise Damiani

Sonia Regina Hess de Souza

President and CEO of Dudalina



“My big dream is to reduce bureaucracy in Brazil, which is why I started my company”

“The solitude of making decisions alone in a company made me look for a board”

Edivan Pereira da Costa

Highlights

Boards, whether administrative or advisory, are essential both for those just starting out and for those who are already established on the market.

Founding an advisory board, after four years of activity, is essential when you are making decisions alone, or even when you do not know exactly what decision to make, or which project to invest in.

However, the question of how to choose the best board, how to cover this expense early on, is real and there is no correct formula, just the consensus that the first point to be noted is the commitment that this group of board members has to the values and objectives of the company in question.

Trust and a feeling of partnership are also taken into account during the choice, because for many it is important to be given advice and have mentors, if only to hear a word of consolation.

The issue of cost to establish and maintain a board is relative and may even be cheap, depending on the return it can help the company achieve. There are pro bono boards, which are smaller, but for the participants concerned investing in these professionals tends only to offer countless benefits.



“The function of the board is the same as a rooster showing a chicken the size of an ostrich egg – that is, how far it can go”

Sonia Regina Hess

Why and how are mentors, board members and other forms of consulting essential? How do you create excellent consulting processes and find the right people? These and other issues were discussed on the panel People, Management and Governance: the support you need to go beyond, during the third edition of the Women’s Forum Brazil, which took place on May 26 and 27, at the Hyatt Hotel in São Paulo.

Boards, whether administrative or advisory, are essential both for those just starting out and for those who are already established on the market. Edivan Pereira da Costa, co-founder and CEO of SEDI, advises and encourages those who are setting out to put together an advisory board in their companies after four years of activity. For him, a board is essential when you are making decisions alone or even when you do not know exactly what decision to make, or which project to invest in.

Sônia Regina Hess de Souza, president and CEO of Dudalina, has an administrative board that, she said was decisive in the changes and progress achieved by the company so far. The group was initially, and for years, run by the family and now belongs partly to global private equity firms Advent International and Warburg Pincus, but with Sônia running the company.

Key facts

- Administrative and advisory boards are important because they represent the leadership that an entrepreneur or founder of the company does not have.
- Boards are important because they demand results, set limits, reassess ideas and provoke constant thought and reevaluation.

Denise Damiani, founder of Denise Damiani, says mentoring and the board are essential as companies always want to improve and it is difficult on their own, without an incentive or external demands from a group interested in the business with one goal, which is to make the company move forward.

But how do you choose the best boards, and how do you cover the costs early on?

The three panelists were unanimous in recommending that the first point to be noted is the group’s commitment to the values and goals of the company in question. Trust and a feeling of partnership are also taken into account during the choice. As Denise Damiani said, it is important to have board members and mentors, if only to hear a word of consolation.

Finally, the exercise of dissent and acceptance is also part of life for anyone who has this kind of help from board members. According to Sônia, an entrepreneur is passionate and their ideas are always the best. However, when the board says no, it is best to accept it, because it is not just a matter of disagreement but the evaluation and judgment of the group.

For Edivan, the hardest thing still is answering questions asked by the advisory board when ideas arise, as well as always having to think about the dreaded feasibility study. He added that finding the right variables for the best solutions can also be a challenge, especially when the board says the problem is in a very small place between one of your ears and the other one. ■

“Putting together a board is not expensive and may be free”

“It has been proven that women who sit on boards are generally the most committed to doing their homework”

“A woman also has to do the accounts – it is not just daring and intuition that create a business”

Denise Damiani

CEO CHAMPIONS PRIVATE SIDE MEETING

Facilitator:

Ana Paula Chagas, Managing Partner, 2Get Executive Search

Speakers:

Manuela Artigas, Partner, McKinsey & Company (São Paulo)

Heloisa Calegari, Associate Principal, McKinsey & Company (São Paulo)

Jacqueline Franjou, CEO, Women's Forum for the Economy & Society

Juan Pablo Urruticococha, Executive President, Sodexo Brasil



Highlights

The debate focused on gender equity in employment and, especially, with regard to leadership positions. The CEOs of different nationalities and from such major companies as Fleury, Sodexo, Wal-Mart, Chevron and Avon watched the presentation of a survey by a consultancy, McKinsey & Company, showing that men and women have different perceptions of the need for equal working conditions. The CEOs then debated, in four groups, effective initiatives to be implemented in their companies to promote the advancement of women to leadership positions. The participants in CEO Champions concluded that some questions remain open – a case in point being maternity leave, which is still far from being concluded – and they called for more discussion. Clear results include role modeling, with the CEOs themselves setting an example of personal-professional life balance and accommodating their employees' needs for greater flexibility in their work schedules; the implementation of strategies on how to include women in selection processes for every job opening at the company (at least one woman must be among the candidates); and culture change – teaching children, for example, the importance of gender diversity in companies and the sharing of chores at home so as to untether women from traditional housekeeping duties



Key figures

- 60% of executives interviewed recognize the positive impact of gender diversity among leadership teams on the company's financial performance.
- Men are 12 times more likely than women to reach the highest position in a company.
- In 2013, only 8% of the executive committees in the world included women.
- This number has increased by only 1% in two years.
- The panelists who stood out at the event were Eunice Carvalho, Ana Paula Chagas, and Andrea Menezes.

The CEOs discussed the importance of progress on gender equity in large companies. Even at Sodexo, where half of the executive committee is currently made up of women, there are major challenges in this respect. McKinsey & Company presented a study that not only brought together data but also showed the underlying causes of gender disparity and pointed to initiatives undertaken by some companies to change this situation. These initiatives include mentoring, improving the infrastructure, and developing inclusion projects. The conclusion was that the CEOs must communicate to their respective companies the importance of changing corporate culture.

Manuela Artigas of McKinsey and Ana Paula Chagas, a partner at 2Get Executive Search, proposed a debate among the CEOs to address the following questions:

1. Is there a cultural bias in your company that might prevent the promotion of women to positions of leadership? What has already been done? What worked, what were the problems, and what was the impact?
2. What are the initiatives I am committed to implement as of tomorrow, at my company and here as a group?

The group's conclusions were as follows:

In a country such as Brazil where traditional gender bias persists, two problems are evident: first, a lot of men do not accept women who make more money than they do; and second, a lot of men do not know exactly what difficulties women experience so that they can help. Not to mention that government assistance is needed (so that a single mother may have help with childcare, for example) and a change in companies' cultures, so that women are encouraged and inspired.

CEOs can initiate various types of role modeling to effect change: promoting women to leadership positions so that others in the same company feel they can get there; and by enabling employees to leave work earlier as a means of achieving better balance between their personal and professional lives.

Key facts

- Gender diversity in company leadership is positive for everyone, but women have fewer chances of reaching senior positions
- Company policy must change to improve women's chances of reaching senior positions.
- Good examples must come from CEOs who balance their personal and professional lives and allow employees more flexibility in their work schedules.
- The change must also be cultural by, for example, educating children about sharing chores at home.
- At work, women must also communicate their difficulties so the company can think of policies and strategies to improve their situations

The CEOs warned that men often are not aware of what they can do to help improve gender equity, and there is a lack of dialogue to clarify these issues. They also suggested that the issue be addressed more effectively by news media and other communications platforms.

Among the initiatives mentioned by the CEOs to be put into practice in the short term:

- mandating the candidacy of at least one woman for each job opening in the company
- creating a support infrastructure to allow stress-free maternity leave, such as allowing job substitution
- providing support for dual-career families, in which the company, for example, facilitates the expatriation of a husband whose wife is also expatriated

It was suggested that the ideal approach to talk about gender equity not only within the company but also at home, with couples, for example, planning their careers together.

"I'm amazed to see so many CEOs from different areas here. Know that together we are making history."

Jacqueline Franjou



CEO CHAMPIONS

in collaboration with



with support from **McKinsey&Company**

Em 26 de maio de 2014, a quarta reunião CEO Champions Brasil acontecerá em São Paulo, no Women's Forum Brasil. Mais de 30 CEOs e líderes empresariais do Brasil e da América Latina, todos eles fortemente empenhados em promover o avanço das mulheres no local de trabalho, vão se envolver em debates fechados sobre “mudar a cultura corporativa, mover barreiras”.

O CEO Champions é um grupo global formado somente por CEOs que pretende impulsionar o progresso e responsabilidade pelo avanço das mulheres no setor privado. Desde sua primeira reunião, um grande grupo de CEOs do Brasil e da América Latina reúne-se regularmente em sessões a portas fechadas durante o qual eles compartilham melhores práticas e debatem soluções eficazes para criar mais oportunidades para as mulheres no local de trabalho.

Durante as reuniões anteriores do CEO Champions, os CEOs enfatizaram o papel de uma cultura mais inclusiva como um importante fator de sucesso para aumentar a diversidade de gênero.

A iniciativa global CEO Champions foi lançada pela primeira vez em 2010 no Women's Forum Global, em Deauville. O CEO Champions Brasil é uma iniciativa do Women's Forum for the Economy & Society, em colaboração com a Sodexo e com o apoio da McKinsey & Company.

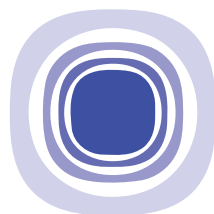
On May 26, 2014, the fourth CEO Champions Brazil meeting will take place in São Paulo at the Women's Forum Brazil. More than 30 CEOs and corporate leaders from Brazil and Latin America, all of them strongly committed to promoting the advancement of women in the workplace, will engage in private debates on "moving corporate culture, moving boundaries."

CEO Champions is a global, CEO-only group intended to drive progress and accountability for women's advancement within the private sector. Since their first meeting, several CEOs from Brazil and Latin America have met regularly at closed-door sessions during which they have shared best practices and have discussed effective solutions to create more opportunities for women in the workplace.

During the previous CEO Champions meetings, the CEOs emphasized the role of a more inclusive culture as an important success factor to increase gender diversity.

The CEO Champions global initiative was first launched in 2010 at the Women's Forum Global Meeting in Deauville. CEO Champions Brazil is a Women's Forum initiative presented by the Women's Forum for the Economy & Society in collaboration with Sodexo and with support from McKinsey & Company.

Entre as empresas representadas pelo CEO Campeões Brasil / Among the companies represented at CEO Champions Brazil: AC Camargo Center; Alcoa; Avon Cosméticos; Beleza Natural; Beneficência de Portuguesa de São Paulo; Blue Tree Hotels & Resorts do Brasil S.A.; Chevron Brasil; Diageo Brasil Ltda; EDP Brasil; Esmaltec; EY; Grupo Fleury; Guy Carpenter & Company; Corretora de Resseguros; Johnson & Johnson Brasil; KPMG in Brazil; L'Oréal Brasil; Machado Meyer Sendacz e Opice Advogados; McKinsey & Company; Masisa; Mercer Brasil; MSL Andreoli; Pacific Hydro; Pepsico; Sanofi Brasil; Schneider Electric Brasil; Sodexo Brasil; Sodexo CESAM; Standard Bank Brazil; Tam Airlines; Unimed; Walmart Brasil; White Martins; Women's Forum for the Economy & Society; 2Get Executive Search.



Rising Talents
WOMEN'S FORUM
FOR THE ECONOMY & SOCIETY

Building the future with women's vision

In partnership with:



A Iniciativa Rising Talents visa identificar as mulheres jovens de grande talento, com idade inferior a 40 anos, que estão em seu caminho para se tornar figuras influentes em nossas economias e sociedades. Esta iniciativa é um compromisso para promover mulheres líderes e trazer a visão de novas gerações para o Fórum.

Este ano, uma seleção especial de **5 jovens mulheres do Brasil e América foram convidadas para se juntar à rede Rising Talents** - que agora inclui mais de 120 membros e oferece oportunidades de networking durante todo o ano - e para participar do 2014 Women's Forum Global Meeting 2014. Elas trabalham em negócios e com artes e cultura, e todas demonstraram real capacidade de realizar projetos ambiciosos nas suas vidas pessoais e profissionais.

As participantes do Rising Talents Brasil 2014 são:

- **Christina M. Alfonso**, 32, americana, Fundadora e CEO do Madeira Global
- **Daniela de Fiori**, 39, ítalo-brasileira, Vice-Presidente de Assuntos Corporativos do Walmart Brasil
- **Christina K. Lopes**, 38, brasileira, Consultora e Especialista Sênior (América Latina) da Global Strategic Associates
- **Ana Luiza Trajano**, 36, brasileira, Chef do Brasil a Gosto
- **Vanessa Vilela**, 36, brasileira, CEO, Kapeh Cosméticos

The Rising Talents Initiative aims to distinguish highly talented young women under the age of 40 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 Forum.

This year, a special selection of **5 Brazilian and American young women has been invited to join the Rising Talents network** — which now includes more than 120 members and offers networking opportunities year-round — and to attend the 2014 Women’s Forum Brazil, as well as the 2014 Women’s Forum Global Meeting. They work in business and in arts & culture, and all have demonstrated real capacity to carry through ambitious projects in both their personal and professional lives.

The 2014 Brazil Rising Talents are:

- **Christina M. Alfonso**, 32, American, Founder and CEO, Madeira Global
- **Daniela de Fiori**, 39, Brazilian/Italian, Vice-President Corporate Affairs, Walmart Brasil
- **Christina K. Lopes**, 38, Brazilian, Senior Specialist and Advisor (Latin America), Global Strategic Associates
- **Ana Luiza Trajano**, 36, Brazilian, Chef, Brasil a Gosto
- **Vanessa Vilela**, 36, Brazilian, CEO, Kapeh

Colombian Delegation

In partnership with:



A terceira edição do Women's Forum Brazil está homenageando a Colômbia como a sua delegação oficial de 2014, que inclui um grupo de 11 mulheres líderes dos setores corporativo, político, científico, empresarial, acadêmico, artes, mídia e filantrópico.

“Uma das razões para apresentar a Colômbia este ano é o forte desempenho dos negócios e da economia do país”, observa a presidente do Women's Forum for the Economy & Society, Véronique Morali. “O governo e o setor privado na Colômbia têm trabalhado em conjunto, com sucesso, para simplificar as leis e procedimentos para promover o espírito empreendedor e uma nova geração de negócios.”

Nos últimos dez anos, a Colômbia tornou-se uma das principais economias da América Latina e nivelou-se ao Brasil e à Argentina. Com 46 milhões de consumidores, o terceiro maior PIB da América do Sul, e uma economia de mercado livre robusta, a Colômbia é uma potência econômica na região. A confiança dos investidores e os laços comerciais com as principais economias mundiais estão em ascensão.

A Colômbia também é relevante para o Women's Forum for the Economy & Society do ponto de vista de capacitação das mulheres. Entre os países da América do Sul, a Colômbia tem a maior porcentagem de mulheres em cargos de liderança no setor privado. Comitês executivos das corporações colombianas somam mais mulheres, em média, do que nos EUA e na Europa. A porcentagem de mulheres nos conselhos é quase o dobro do que em outros países latino-americanos. O desafio agora é duplicar esses esforços na esfera pública, para incentivar as mulheres a seguir uma carreira pública, e capacitá-las para competir em igualdade de condições com os homens na política.

A delegação oficial da Colômbia é apresentada em parceria com a White Martins.

The third edition of the Women's Forum Brazil is honoring Colombia as its 2014 official delegation, which will include a group of 11 leading women from the corporate, political, scientific, entrepreneurial, academic, art, media, and philanthropic sectors.

"One reason to showcase Colombia this year is for the country's strong business and economic performance," notes the President of the Women's Forum for the Economy & Society Véronique Morali. *"The government and the private sector in Colombia have worked together successfully to simplify laws and procedures to promote entrepreneurship and a new business generation."*

Over the last ten years, Colombia has become one of the leading economies in Latin America and has leveled up with Brazil and Argentina. With 46 million consumers, the third largest GDP in South America, and a robust free-market economy, Colombia is a strong economic force in the region. Investor confidence and commercial ties with major world economies are on the rise.

Colombia is also relevant for the Women's Forum for the Economy & Society from a women's empowerment perspective. Among South American countries Colombia has the highest percentage of women in leadership positions in the private sector. Colombian corporations' executive committees count more women on average than in the US and Europe. The percentage of women on boards is almost the double that of other Latin American countries. The challenge now is to duplicate these efforts in the public sphere, to encourage women to follow a public career, and to empower them to compete on equal terms with men in politics.

The official Colombian delegation is presented in partnership with White Martins.

La tercera edición de Women's Forum Brazil honra a Colombia, ya que es la delegación oficial de la edición del año 2014, la cual incluirá un grupo de 11 mujeres líderes de los sectores corporativo, político, científico, emprendedor, académico, de las artes, los medios y filantrópico.

"Un motivo para exhibir Colombia este año es el fuerte rendimiento empresarial y económico del país," comenta la Presidenta de economía y sociedad de Women's Forum, Véronique Morali. *"El gobierno y el sector privado de Colombia han colaborado con éxito para simplificar las leyes y los procedimientos y así promocionar la iniciativa empresarial y una nueva generación de empresarios."*

En la última década, Colombia se ha convertido en uno de los líderes económicos de América latina y está al nivel de Brasil y Argentina. Con 46 millones de consumidores, el tercer PIB de Sudamérica y una economía de libre mercado robusta, Colombia es una gran fuerza económica en la zona. La confianza de los inversores y los lazos comerciales con las economías más importantes del mundo están en aumento

Colombia también es relevante para la economía y la sociedad en el Women's Forum desde el punto de vista del empoderamiento femenino. De los países suramericanos, Colombia cuenta con el porcentaje más alto de mujeres en puestos de liderazgo en el sector privado. Los comités empresariales de las corporaciones colombianas tienen una media de mujeres superior a la de otros países latinoamericanos. Ahora el reto se encuentra en duplicar estos esfuerzos en el ámbito público, para animar a las mujeres a desarrollar una carrera pública y a empoderarlas para que compitan en política en igualdad con los hombres

La delegación colombiana oficial se presenta en colaboración con White Martins.

WE HAVE TO TALK ABOUT THE MACHISMO

Moderator:

Marina Gil Caruso, Editor-in-Chief, Marie Claire Brazil

Speakers:

Alessandra Ginante, Vice-President, Human Resources, Avon Brasil, and President of the Advisory Council, Instituto Avon

Jacira Melo, Director, Instituto Patrícia Galvão - Mídia E Direitos

Kika Pessoa, Survivor of domestic violence

Carlos Eduardo Zuma, Co-founder and Member of the Management Board, Instituto Noos



Highlights

Even with the economic growth of recent years and the social changes that Brazil has been going through in the last decade, sexism in the country is still a major challenge for this and future generations. We must wake up to the fact that no type of domestic violence should be accepted as natural – neither explicit, physical domestic violence, when women are abused by their partners, nor subliminal violence, in the form of comments and verbal aggression.

Women are achieving their places in society, but there is still plenty to do both in family life and professional life, and to this end women must learn, change their submissive postures, and recognize their importance.

For change inside and outside the home to occur, alternatives must be found, dialogue begun, and positions taken on what women believe to be the best thing, both for themselves and for their partners and children.

There is also space for men for reconciliation, to look for friendship and companionship that make for a successful relationship with their partners, because those who commit violence also suffer and need help, they also need to be treated, they need to understand that their role is changing and it should be more participatory.

“Sexism is associated with several factors in a homophobic society; women also need to change their point of view about lots of concepts.”

Alessandra Ginante



“In Brazil, men and women are still educated differently; most toys for girls, for example, are still pink”

Jacira Melo

According to the Avon Institute, 85% of men do not think it acceptable that women get drunk, 69% go out with her friends without their husbands, and 46% wear tight and low-cut clothing. These indexes were presented by the moderator Marina Gil Caruso, chief editor of the magazine *Marie Claire Brasil*, during the panel *We Have to Talk about Sexism*. The panel involved Alessandra Ginante, vice president of human resources at Avon, Jacira Melo, director of the Patricia Galvão Institute, Media and Rights, Kika Pessoa, a victim of domestic violence, and Carlos Eduardo Zuma, a psychologist, family therapist and co-founder of the Noos Institute.

Jacira Melo began with the question, “Why can’t we ignore sexism?” According to Ms Melo, it is because it is a negative value and ingrained in our culture, and is increasingly visible, as women are being more questioning about their roles. In the 1980s, violence against women was something not discussed in the country and since then, through the work done by feminist groups, this has been changing.

Carlos Eduardo Zuma stressed that despite the harsh reality faced by women, there is a parallel problem, namely a lack of

assistance for the male abusers, who are punished in cases of violence but do not get - or get very little - support from institutions for treatment. For Mr. Zuma, there is spontaneous demand that must be met in which a man seeks help because his partner tells him to, but without being sent to court.

Focusing on the labor market, Alessandra Ginante talked about the problem of women’s posture in and their relationships with companies. Ms Ginante said women must be more questioning, especially when negotiating salaries, worrying less about benefits and focusing mainly on positions they might achieve in the future.

Finally, Kika Pessoa, in talking about her personal experiences, highlighted the importance of access to information for women and suggested that every woman can become a multiplier, either by denouncing violence, or raising awareness of what became the Maria da Penha Law, to warn people about the gravity of this situation in every stratum of society. For Ms Pessoa, guidance is essential, because only then can victims be secure enough to take a stand and break the cycle of violence, as she called it.

In her account, Ms Pessoa also said that she once spent 90 days in a women’s shelter, and had to resign her job, but her path to freedom had been worth it because, she said, before being a woman she is a human being who needs to be respected as such.

“I am neither a feminist nor a sexist. I am here to help both men and women.”

“Before being a woman, I am a human being who needs to be respected as such.”

Kika Pessoa

“You don’t have to be a man to be a sexist, nor a woman to be feminist. We have to police ourselves all the time in this soup we are immersed in.”

Carlos Eduardo Zuma

Key facts

- Brazil has a high rate of domestic violence.
- The ingrained sexism in Brazilian culture, both in its gross and subtle forms, cannot be ignored
- Sexism should be discussed because it is a negative value in our society.
- Women must change their attitudes when discussing hiring and act more directly, as do men.
- Women need to learn more about their rights and the Maria da Penha Law.
- Men who are abusive also suffer, and are entitled to and deserve treatment.

THE NEW LIFESTYLE OF WOMEN OVER 50

Moderator:

Claudine Bichara de Oliveira,
President, Chamber of Commerce
France-Brazil

Speaker:

Marcia Neder, Journalist



“Activism is part of this generation; longevity has a retroactive effect. Knowing that you will live to be 90 years old, you need to begin at 18.”

Marcia Neder

Highlights

The Baby Boom generation revolutionized society, challenging standards and creating new ways for women in the 20th century to live. But it did not stop there; without fanfare, they continued to break into new frontiers, breaking down barriers and, as a result, for the first time a younger generation is looking up to an older generation. Women over 50 do not want to be 30 years old; they want to be wonderful at 80.

To carry out a survey about who these women are, what they expect and where they want to go, Marcia Neder, editorial director of Claudia magazine, interviewed 40 representatives of what she called the “Ageless Generation” - women executives, mothers and grandmothers. They are the baby-boomers who lived through revolutions, had access to state-of-the-art education, entered the labor market in the 1970s, took the pill and drove the female revolution in the 20th century.

In her research, Márcia drew up seven profiles matching her interviewees. They are achievers, the exuberant, pioneers, hard-workers, acrobats, phoenixes, and fortresses. It is not old age as we know it conventionally, but a specific niche of women over 50, whose age does not determine their attitudes, choices, or worldview.



«Women over 50 do not want to be 30 years old, they want to be wonderful at 80.»

Marcia Neder

The New Lifestyle for Women over 50 was the theme of the panel moderated by Claudine Bichara de Oliveira, president of the France-Brazil Chamber of Commerce, and presented by Márcia Neder, editorial director of Claudia magazine, at the third edition of the Women 's Forum Brazil.

To carry out a survey about who these women are, what they expect, and where they want to get to, Márcia Neder interviewed 40 representatives of what she called the Ageless Generation - women executives, mothers and grandmothers. The baby-boomers who went through revolutions, had access to state-of-the-art education, entered the labor market in the 1970s, took the pill and drove the female revolution in the 20th century.

In her research, Márcia drew up seven profiles matching her interviewees. They are achievers, the exuberant, pioneers, hard-workers, acrobats, phoenixes, and fortresses. It is not old age as we know it conventionally, but a specific niche of women over 50, whose age does not determine their attitudes, choices, or worldview.

The Ageless Generation is curious, gregarious, has an intense social life, is vain, well taken care of, hates white hair, is conservative with its investments, connected to the Internet, loves traveling, loves life, but feels that despite having brought about

Key facts

- The Baby Boom generation continues to break into new frontiers and to break down barriers
- For the first time a younger generation is looking to an older generation as aspirational
- Annual spending by the over-50s in Brazil is bordering on R\$1,000,000,000,000.
- The Ageless Generation spends 40% to 60% of its personal income on things that give them pleasure



change and opened doors, it is invisible to men, fashion, society and communication, has no place in the consumer market and does not fit the stereotype of “mature old lady” or “bimbo.” In the family they have fulfilled and are fulfilling their roles, they do not want to look 30 years old, but they want to be wonderful at 80, and in great shape. Their interest is to know what they will do in the next 30 years. The executives know they will have to make decisions in the short term, as large corporations do not like people over 60. The teachers and entrepreneurs can make their own choices about when and how they want to stop, but they are all in a continuous process of improvement, studying, developing new skills and thinking about the future. With respect to consumption, they are a niche to be watched as annual consumption by the over 50s in Brazil is bordering on R\$1,000,000,000,000. The Ageless Generation spends 40% to 60% of its personal income on things that give them pleasure, firstly on traveling in grand style, second on their hair, third on culture, courses, books, theater, movies, the bedroom, clothes and shoes.

Activism is part of this generation. For the Ageless Generation, longevity has a retroactive effect. They have always fought for recognition of their rights and against sexism, racism and the wage gap. To continue their path they know that capital is the most important thing, be it vital, financial, intellectual or social.

INCENTIVIZING TALENT: MONEY DOESN'T ALWAYS TALK

Retaining talent has become an increasingly difficult and expensive task. Which benefits help – especially with regard to female employees – and what are the costs and advantages?

Moderator:

Adriana Brant De Carvalho, Partner, Biospace

Speakers:

Ana Paula Chagas, Managing Partner, 2Get Executive Search

Marcio Federico, Human Resources Vice President Brazil and CESAM, Sodexo

Carmen Niethammer, Gender Advisor, Odebrecht S.A. (on secondment from the International Finance Corporation, World Bank Group)

Anna Paula Rezende, HR & Sustainability Director, South America, White Martins Praxair



“Data show that time is more valuable than salary for women, so companies could offer bonuses accordingly to become more attractive.”

Carmen Niethamme

Highlights

In the current job market, the financial aspect carries less weight with professionals than do other factors as they decide whether to stay on the job or find another one. A company's credibility and values have greater influence, as do the professionals' responsibilities and the particular teams they work with. The degree of challenge and the changeover in activities are important factors, particularly for newer generations, and these contribute to the choice of employer.

With regard to women, there are other incentives that companies can offer to strengthen their working relationships. The starting point is to give them the same opportunities and benefits as those enjoyed by men. In addition, companies must create incentives, such as day care and clinics. If these spaces are made available to the community, the improved overall image with the community will offer advantages for the employers themselves.

Women also need to consolidate their space in leadership positions and to make room for the next generation, with practices and policies to encourage diversity at all levels of companies.



Today, what professionals value most is not financial gain. Factors such as the company's values and identity, the nature of a particular job, getting on with the team, recognition and trained leadership – all these carry more weight than salary considerations. This is the conclusion reached by the panelists. When looking at the female labor force in particular, other variables enter the discussion. First of all, the outlook is still not favorable for women's participation in the upper echelons of companies. There have been improvements on the past, but women are still in the minority in these positions. The few that have leadership positions have a responsibility to establish women's place in the workplace, as change must come from the top down. Women Corporate Director is the name of an initiative to strengthen the relationships between these executives, and to serve as a space for networking and a discussion forum for issues related to the theme. With 130 participants in Brazil, it is the second largest group in the world.

In order to retain female talent, companies must begin by offering women the same benefits as they offer to men. In addition, it is important to understand the needs of the employees: for some, for example, it may be of more interest to have benefits linked to extra free time than to money.

Key facts

- Salary is not the deciding factor in choosing a job.
- Companies profit by increasing diversity and the participation of women in the workforce.
- A change of mindset with regard to the participation of women in the labor force must come from the top down - that is, those who have reached leadership positions must promote progress in this regard.
- To win over younger generations - men included - companies need to establish shorter-term goals, to be clear about the objectives and working methods proposed, and to constantly rotate projects and areas people work in.

Key figures

- The rate of return to work after maternity leave in Brazil is low. While in England 50% of women do not return to companies after having children, in Brazil it is 70%.
- In Germany, the return on investment in programs to train and include women in companies is 25%.
- While most Vietnamese textile companies face annual strikes, Nalt Textile has had no problems for five years. Among the reasons are its investment in kindergartens and clinics for communities.

The government also has a responsibility in this discussion, as public policy can have a direct influence on the lives of a portion of the female population. To cite one case, the crisis in the Brazilian pension system forces many women to leave work to care for the elderly.

One of the ways in which companies could remedy this is to improve dialogue at the time an employee announces his or her intention to resign. Personal reasons, a common explanation, is very vague and does not help create solid foundations and guidelines on how to prevent this exodus.

It is also important to mention that companies that offer incentives for women, such as day care, clinics and schools, benefit not only internally but also externally. These initiatives help to improve the company's image within the community.

For companies in remote or barren regions, the importance of adding women to the labor force becomes a social issue. As women in general have never had job opportunities in these regions, this paradigm shift empowers them and creates a model to be followed by future generations.

Finally, companies have a responsibility to raise awareness among older generations of employees in relation to gender diversity and women's abilities and talents.

“Today respect is more important in organizations than salary. Professionals want to be recognized.”

Marcio Federico

GETTING READY FOR THE MONEY

Moderator:

Leticia Queiroz, Support and Entrepreneurship Director, Endeavor Brazil

Speakers:

Gircilene Gilca De Castro, Founder and CEO, Alimex Soluções em Alimentação, and Goldman Sachs 10,000 Women Graduate

Milena Satyro Bertucci, CEO, Star Uniforms

Veronica Serra, Founding Partner, Pacific Investimentos

Leila Velez, Co-founder and CEO, Beleza Natural, and Women's Forum Rising Talents Alumnus

People in the spotlight:

Leila Velez and **Verônica Serra**



“In the search for a partner to invest in the business, the company’s partners have to ask, ‘What makes us different? What are we really good at?’ and, from the response, focus on their strengths and delegate the weaknesses to the partner. The time to look for new investment is like the moment when a father is forced to let his son fly away.”

Milena Bertucci

Highlights

Upon opening the session, the moderator Leticia Queiroz said she would like each of the participants to express his or her view on the right time for a company to seek new investment. She drew attention to the diversity of the table, consisting of a representative of an investment fund and three entrepreneurs, two of whom had not agreed upon a partnership with any investor on the market and were analyzing the right time to do so. The third, Leila Velez, a partner in the company Beleza Natural, added to the debate by talking about her one year partnership with the GP Investments fund.

When the session was opened to questions from the audience, most of the questions asked of Verônica Serra, mainly because most of the audience was made up of entrepreneurs who wanted to know the main features an investor looks for in a potential partner as well as the sectors that are the most attractive to funds today.



“I believe that there is a correct time to look for partnerships. Each company has its own. You need to start small, act fast and think big, always.”

Gircelene Castro

Verônica Serra began the debate by introducing herself as a founding partner of Pacific, a group that manages a R\$ 320 million fund and which has seven companies in its portfolio of clients, most of them from the technology arena. She explained that the group invests in companies whose markets it knows well. It thus reduces risk and increases potential results, in addition to having an immediate empathy with the entrepreneur, establishing a better relationship, one of trust.

Leila Velez, a partner in the Beleza Natural group, said that the business model used by the company - which is a mix of beauty salon, beauty product factory and retailer - made it a bit difficult to look for a partner. “There was no similar company in the market,” she said. For her, the fact that the company had drawn up a well structured growth strategy before getting together with the GP Investments fund contributed to the success of the partnership, which has lasted more than a year.

Key facts

- According to Verônica Serra, investing in a market you know reduces risks and increases the potential results. Furthermore, there is empathy with the entrepreneurs, who are undergoing a significant transition.
- For the entrepreneurs on the panel, one needs to do a strategic review of the company before looking for partners in the market. Aligning expectations is critical to the success of the partnership.
- As this is a transaction involving a lot of ‘emotional consumption,’ mainly by the entrepreneur who is in a transition phase, it is essential that they can rely on the advice of a lawyer or other trusted professional who is familiar with this type of situation.

Milena Bertucci, a partner at Star Uniforms, explained that it is essential to get support to grow. “We are being backed by Endeavor at the moment, which has helped us a lot on important issues, such as governance and management,” she said. She commented that she has not yet found the investor with the profile she is looking for. “To choose, you have to be confident, have the right fit, an affinity, because you will bring people into your working environment. We have already been prospected by some funds and I believe that soon we will take this important step,” she concluded.

Questions from the audience were asked primarily of Verônica Serra. When asked what investors prioritize when looking at a potential partner, she said, “The entrepreneur is the most important issue in the partnership, even more so than the business itself. It is essential that there be alignment between the investor and entrepreneur. It’s like marriage; there are obstacles, cycles. If there is transparency and trust, in the end everyone pulls in the same direction. We attach a lot of importance to the culture of the company, how it treats employees.” In her closing remarks, Verônica stressed the importance of alignment between the entrepreneur and investor to the success of the partnership. Leila Velez, of Beleza Natural, added that the existence of a well-structured shareholder agreement is also essential before making the transition. Gircelene Castro, of Alimex, added that entrepreneurs have to know, first of all, exactly where they want to get to.

“We [investors] have what the entrepreneur does not have alone. Despite having the technical knowledge, they do not have the other side necessary for expansion: someone who can help in matters related to governance and management, or they cannot bring in to their business qualified professionals from the market.”

Verônica Serra

BUILDING YOUR BRAND

Moderator:

Ivana Mozetic-Scharringa, Regional Marketing Manager, Bloomberg Brasil

Speakers:

Mary Anne de Amorim Ribeiro, CEO, PUPA

Ricardo Guimarães, President, Thymus

Carla Schmitzberger, Director, Sandals Division, Alpargatas

Eduardo Ourívio, Founder, Spoletto

People in the spotlight

Ricardo Guimarães
and **Eduardo Ourívio**



“The concept of branding emerged in the late 20th century, when companies had become very similar and began to look for their differentials. They stopped looking only inwards.”

Ricardo Guimarães

Highlights

The panel discussion revolved around what makes a lasting brand and what fortifies a brand in the minds of consumers. Each of the speakers talked about the challenges faced by the brands they work for and about how these brands achieved a position of strength in their markets.

The participants, from greatly differing markets, presented various viewpoints on brand-building to the audience. Mary Anne Ribeiro, CEO of PUPA Empreendimentos Educacionais, began the discussions with an explanation of the challenges of opening a market. Her company, she said, offers parents and nannies information to help stimulate the full development of children aged up to six years old – a business that had not previously existed.

Carla Schmitzberger, from Alpargatas, recalled how a drop in sales and constant monitoring of consumers helped build Havaianas, a brand that is now recognized internationally. Eduardo Ourívio, from Spoletto, explained how the company bounced back from a crisis situation with the right marketing strategy. Ricardo Guimarães, president of Thymus, reviewed several cases and stressed the importance for a brand to hold onto its essence, whether in good times or in more adverse scenarios.



“We believe in the importance of our cause to get society together with us and to strengthen our brand.”

Mary Anne, PUPA

Mary Anne Ribeiro, CEO of PUPA, said the search for a heavyweight partner with whom to build the institution’s brand was key. To this end, PUPA joined forces with the Inter-American Development Bank (IDB). “After this step, we began the hard work with companies who have embraced our cause and which are in some way related to it,” said Ms Ribeiro. She said the challenge from then on was to promote a message of interest to every social class: the importance of looking at the development of children six years old and under. “Early childhood is the step that forms the neurological, emotional, moral and cognitive structure of a human being, and - especially in Brazil - this is a phase of life that is ignored by society,” she maintained. Among the companies that have embraced the cause are Faber Castell, Gloop, and the Lego Foundation. The CEO’s explanation attracted little attention from the audience, likely because PUPA is not a recognized brand among the general public.

“Spoleto is a result of trial and error that I and my partner went through in the past. We always try to do things differently. In our case, we show that people can have a good, simple dining experience.”

Eduardo Ourívio, Spoleto

Key facts

- The high point of the discussions was when Ricardo Guimarães made his remarks on branding and focused on the moment when companies begin to worry about in some way setting themselves apart in their markets.
- Mr. Guimarães stressed that all the brands present had demonstrated an essential factor that made them successful and sustainable: an ability to learn and adapt to new situations, always bearing in mind their true identity.

Carla Schmitzberger, responsible for the Havaianas brand at Alpargatas, aroused a considerable amount of attention from those present. She recalled a time in the 1990s when company executives got together to discuss a new strategy in light of the brand’s falling sales. The executives took note that consumers had been turning the soles of their flip-flops upside down because they wanted the part facing up to be colorful. “We then launched Havaianas top, which are colorful, and which were the first ones to be sold in a box,” she says. She explains that the new strategy grabbed the attention of social classes A and B, which had until then not seen flip-flops in a favorable light and who wore them only indoors. In 1998, the brand took advantage of the FIFA World Cup in France and included the Brazil flag on the straps of a particular model. “People liked it and we decided to keep the flag on, even after the end of the World Cup,” she says. It was an important step for the brand to gain traction on the international market. “But none of that would have gotten such excellent results if we did not sell a good quality product,” she says.

Eduardo Ourívio from Spoleto said his brand innovated by offering a differentiated experience in food courts in Rio de Janeiro and São Paulo. “We were the first brand to offer real plates in these places,” he says. Mr. Ourívio noted that the partnership with the comedy group Porta dos Fundos, which had made a video lampooning the chain’s service, contributed greatly to the popularity of the brand.

Ricardo Guimarães from Thymus maintained that innovation goes hand-in-hand with self-criticism. “To be sustainable, brands need to preserve their identity, whatever stage they are going through,” he says. “The brand is a company’s way of thinking and doing things,” he says.

“For a brand to remain strong, it has to have its finger on consumers’ pulses all the time. You need to be contemporary, always.”

Carla Schmitzberger, Havaianas

MARRIAGE: CAN WE RISE WITH IT? WITHOUT IT?

Balancing a marriage and a career is one of the biggest challenges women face today. How can this equation be solved?

Moderator:

Camila Morsch, Member of the Civil Society Advisory Group, UN Women Brazil

Speakers:

Roseann Kennedy, Political columnist and reporter, Radio CBN and Globo News

Andrea Menezes, Country Head Brazil, Standard Bank

Vivien Rosso, CEO, Grupo Fleury

Paula Tavares, Gender Legal Analyst, World Bank Group



“I don’t think marriage gets in the way. I, for example, treat my marriage like I treat my career, and I don’t open a company to fail, I open it to work. And I don’t close a company because of just any crisis or simply because the results this month were not good.”

Roseann Kennedy

Highlights

The personal and professional dilemmas women experience were at the center of this rich discussion mediated by lawyer Camila Morsch, a member of the Civil Society Advisory Group. Paula Tavares, a legal analyst at the World Bank, presented compelling research about the legal restrictions on women’s rights in different countries. Roseann Kennedy, a reporter and political correspondent at CBN radio, told of her experience of leaving her children with her husband when traveling on business for 40 days. Vivien Rosso, CEO of the Fleury Group, talked about the social role of companies in the inclusion of women and the role of her companion in her career, and Andrea Menezes, CEO of Standard Bank, ended the discussion with a powerful conclusion, talking about younger people and the importance of couples planning their careers together. The debaters disagreed on some points on this multifaceted topic, but they all agreed on one: marriage in itself does not hinder a woman’s professional performance.



*“Companies are samples of society.
What you see in them is a model created
in the 1950s and 1960s.”*

Vivien Rosso

The starting point for this discussion was, “How is the topic ‘career’ addressed by the media in regard to women?” The journalist Roseann Kennedy gave an overview of recent news on the issue: one article said that well-paid women are more sexually satisfied, and another said 65% of the women directors and senior executive worldwide are married. She talked about what works for her: marriage is her life project and she treats it as she treats her career, and therefore she would not consider giving up on it at the first sign of trouble.

Analyst Paula Tavares presented data from the survey Women, business and the law, conducted by the World Bank, which analyzes the relationship between legislation and work and women’s entrepreneurship in 143 countries. She said that the legal barriers to women’s rights had fallen by 50% in the last 50 years, but 90% of countries still have at least one restriction. Among the data that most surprised the audience was the fact that in 15 countries men can legally forbid their wives from working.

Beyond the legal aspects, Brazil, specifically, has certain cultural aspects that reflect ongoing problems for women, such as the small number of women in the Senate and Chamber of

Key facts

- Marriage does not disrupt careers in countries with advanced legislation.
- In some countries, the law restricts the rights of women and gives men total power over them.
- In Brazil, there is a cultural dimension that favors men, even in a business situation.
- The situation has changed, as younger people have achieved more balance between their personal and professional lives.
- Couples must plan their careers together.

Key figures

- Women earn 18% less than men.
- 65% of directors and senior executives worldwide are married.
- In 15 countries, husbands can legally stop their wives from working.
- In 29 countries men may be considered the head of the family, which includes taking care of children.
- In 25 countries, married women cannot choose where to live.
- Roseann Kennedy and Andrea Menezes were the outstanding panelists in the debate.

Deputies. Another example is the prevalence of companies whose internal hierarchy reflects the corporate culture of the 1950s. At the same time, certain companies are being forced to modernize, in an effort to hold on to the intellectual capital that women represent. New generations have new priorities and seek better balance between their personal and professional lives. Besides the cultural change in companies, couples have to talk about their ambitions and plan their careers together. If a woman who aspires to being a director married a man who expects to have a stay-at-home wife, for example, the relationship will struggle.

*“There are social rules that put up barriers
[to women’s progress].”*

Camila Morsch

*“How can you reconcile marriage with a job?
By agreeing the game plan with your partner
before getting married. If you want to be a
super-professional, you won’t put up with a man
who prevents you from doing that. Don’t marry
someone who wants a wife to stay home with
the children, because it’s not going to work.”*

Andrea Menezes

WHAT I HAVE LEARNED SINCE JOINING THE BOARD: A CONVERSATION WITH THE SOUTH AMERICAN DELEGATION

Being on a board may seem tempting from a professional point of view, but what is it like to be one of the few women, or even the only one, and what is it like to be a newcomer in these corporate governance processes?

Moderator:

Isabel Franco, Senior Partner, Koury Lopes Advogados

Speakers:

Zelma Acosta-Rubio, General Counsel, Interbank

Marienne Coutinho, Partner, KPMG in Brazil

Ana Paula Pessoa, Partner, Brunswick Group LLP

Claudia Elisa de Pinho Soares, People & Management Global Vice-president, Votorantim Cimentos

Key figures

- Russia is the country with the most women in senior roles, with 46%. The global average is 34%.
- The country with most women on boards is Norway, with 40%. In Brazil, women account for 7.7%, including shareholders and heirs.
- In Brazil only 4% of boards are chaired by women.



“You have to stop the bad executive habit of rushing. Learn to ask instead of stating, and understand what your position in that group is.”

Claudia Elisa de Pinho Soares



Highlights

Undoubtedly, being on a board is an enriching experience for women. Women are still in the minority in this area, however. That said, public policy around the world has shifted in an effort to remedy this situation, and a lot of companies have started to diversify their corporate governance bodies to meet market demands.

Before accepting an invitation an executive must take some precautions. The prospective candidate must review the proposal and evaluate the company. This involves not only weighing the soundness of the company, but also assessing whether you agree with its policies and practices. It is also important to question whether your skills will actually add a different point of view to board discussions.

On joining a board, three factors are extremely important: understanding the dynamics of the group - that is, understanding how the other members relate to each other and to the executives at the company before taking sides and participating aggressively. Then, information architecture - understanding your precise role, and studying the issues discussed; and, finally, the focus - what strategies the board uses to achieve its goals.

“Never leave the meeting with a question. If this happens, call the CEO the next day to clear it up. It is the only way to understand it better.”

Zelma Acosto-Rubio

Women have not yet consolidated their place on corporate governance boards at large companies, and there is still some controversy regarding the creation of quotas for women. The consensus is, however, that the women who make it must help their female colleagues and encourage diversity in senior roles.

Before embracing the first opportunity to be on a board, however, caution is advised. The executive must think about the invitation and assess whether it is of interest.

In this regard, the image of the company making the proposal, its values, the responsibility involved in the work, the chances of the job causing complications in the future, and the compatibility between the professional's abilities and the needs of the job must be measured.

To be a good board member, three factors are important. First, one must understand the dynamics of the other board members, their methods and even their shortcomings in relation to

Key facts

- The skills required of board members have diversified beyond financial issues, which makes room for executives with expertise in sustainability and people management, among other areas.
- Being on a board is a different experience and offers executives new experiences. It is also a good late career choice.
- It is important to study and evaluate whether it is worth accepting an invitation. On the one hand, being on a board can be enriching, but on the other, a group whose practices are not aligned with a professional's can become a burden and do harm.
- On joining a board, you must understand the internal dynamics of its operation before starting to act effectively, and you must thoroughly study the material proposed for discussion at each meeting.

the group. This is especially relevant for women, who tend to enter discussions boldly. Second, study the information architecture - that is, the issue addressed by the board and what purpose it serves. Finally, focus: the board's strategies.

As they patiently begin work on a board, women executives can build trust with the managers in order to understand the needs of the company. However, they cannot be passive, and must make their positions clear, and make competent and confident observations; after all, the female executive is there to be heard. A golden rule for success in this task is to study in depth the issues to be discussed before each meeting.

This is not to say you have to have an opinion about everything. There are cases in which other members of the board will be better able to discuss certain issues. In other situations, the older and most renowned board members may disagree with you. If you believe you are right, you must be patient and persistent enough to make yourself heard. Similar resilience is essential when the board does not work properly at first, as change takes time.

Concerning more specific tips, new board members can benefit by participating on the audit committee of a large company's board. Despite being tedious and detailed, it is a discussion group where a lot can be learned. Another point is to avoid quarrels that have nothing to do with you. In many cases, older members have disagreements for external reasons and it is not worth getting involved.

Finally, it is important to remember that on a large company's board, diversity cannot be limited to the gender issue. Companies operating on several continents and dealing with all kinds of people must choose a group that contains various ethnic groups, different ages, nationalities and sexual orientations.

“The broader and more diverse your experience and the more points of intersection with companies and interest groups you have, the more important you become to the board.”

Ana Paula Pessoa



In partnership with:



O Women's Forum for the Economy & Society tem o orgulho de receber pela primeira vez no Women's Forum Brazil duas jovens líderes do iLive2Lead do Brasil e do México.



A brasileira de 21 anos, Beatriz Castro, estará na conferência pela 2ª vez, depois de participar do Women's Forum Global Meeting, em Deauville, na França, em outubro de 2013.

bia_29_castro@hotmail.com

Com 23 anos, Jessica Sanchez Gomez vai representar o México e cobrir a conferência em espanhol.

saga.jess@gmail.com



O **iLive2Lead** é um programa de treinamento de liderança juvenil com sede em Washington, DC, cujo objetivo é desenvolver a próxima geração de mulheres líderes através de treinamento de liderança, workshops com modelos inspiradores, e o apoio contínuo de mentores pessoais e uma rede de jovens líderes ao redor o mundo. Em julho próximo, o iLive2Lead vai realizar o Young Women's Leadership Summit no México.

O Women's Forum Brazil 2014 espera poder compartilhar a visão dessas duas jovens líderes sobre questões globais atuais. Suas histórias serão publicadas em vários blogs ao redor do mundo.

The Women's Forum for the Economy & Society is proud to host for the first time at the Women's Forum Brazil two young iLive2Lead leaders from Brazil and Mexico.



The 21-year-old Brazilian Beatriz Castro will cover the conference for the second time after attending the Women's Forum Global Meeting in Deauville, France, in October 2013.

bia_29_castro@hotmail.com

At age 23, Jessica Sanchez Gomez will represent Mexico and will cover the conference in Spanish.

saga.jess@gmail.com



iLive2Lead, a youth leadership-training program based in Washington, D.C., whose aim is to develop the next generation of women leaders through leadership training, workshops with inspiring role models, and the continuing support of personal mentors and a peer network of young leaders around the world. Next July, iLive2Lead will host a Young Women's Leadership Summit in Mexico.

The Women's Forum Brazil 2014 is looking forward to sharing the vision of these two young leaders on today's global issues. Their stories will be published in various blogs around the world.

Gosto de mim por inteiro,
 mesmo com aqueles detalhes
 que eu mudaria.



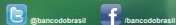
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BOMPRATODOS



Foi o primeiro banco a operar no País e é hoje a maior instituição financeira do Brasil. Sua marca é uma das mais conhecidas e valiosas do País, acumulando ao longo de sua história atributos de confiança, segurança, modernidade e credibilidade. Com sólida função social e com competência para lidar com os negócios financeiros, o BB demonstrou que é possível ser uma empresa lucrativa sem perder o núcleo de valores.

Encerrou 2013 com uma base de 61,4 milhões de clientes e 39,8 milhões de contas correntes.

Em dezembro de 2013 o BB contava com 112.250 funcionários e 5.599 estagiários, além de uma Rede de Atendimento com 67+.629 pontos.

O Banco do Brasil tem firmado seu compromisso com a valorização da equidade de gênero por meio de ações internas firmadas em seus documentos estratégicos, e de desenvolvimento em diversos programas de cunho social, tais como: Agenda 21, Programa Pró-Equidade de Gênero e Raça – SPM, ONU Mulheres - Princípios de Empoderamento das Mulheres, Índice Dow Jones de Sustentabilidade (DJSI) 2013/2014, Plano Nacional de Políticas para as Mulheres (PNPM).

It was the first bank to operate in the country and, today, is the largest financial institution in Brazil. It is one of the most known and valuable brands of the Country, accumulating over its history attributes of trust, safety, modernity and credibility. With a solid social function and competence to deal with financial businesses, Banco do Brasil has demonstrated that being a profitable company without losing its value core is possible.

It ended 2013 with a base of 61.4 million customers and 39.8 million checking accounts.

In December 2013, Banco do Brasil counted with 112,250 employees and 5,599 interns, in addition to a Customer Service Network with 67,629 points.

Banco do Brasil has firmed its commitment to enhance gender equity through internal actions executed in its strategic documents, and development in several social programs, such as: Agenda 21, Gender and Race Pro-Equity Program – SPM, the Meeting Cycle for Strengthening Gender Equity, UN Women – Principles of Women Empowering, Dow Jones Sustainability Index (DJSI) 2013/2014, National Women Politics Plan (PNPM).

HYATT®

www.hyatt.com



Hyatt Hotels Corporation, sediada em Chicago, é uma das principais companhias de hospitalidade do mundo, orgulhosamente reconhecida por fazer a diferença na vida de seus hóspedes e clientes todos os dias ao proporcionar sua autêntica hospitalidade. As subsidiárias da empresa detêm, operam, administram ou franquiam hotéis e resorts das marcas Hyatt®, Park Hyatt®, Andaz®, Grand Hyatt®, Hyatt Regency®, Hyatt Place®, Hyatt House®, Hyatt Zilara™ e Hyatt Ziva™ em seis continentes. Até 31 de março de 2014, o portfólio da empresa consistia em 554 empreendimentos em 47 países. Para mais informações, visite www.hyatt.com.

Estamos muito entusiasmados com a parceria Hyatt – Women’s Forum Brasil 2014, que reconhece, assim como nós, o valor, mérito e potencial das mulheres em todo o mundo. Em nosso negócio, estamos empenhados em ouvir o que nossos hóspedes e clientes querem e precisam, e por isso recentemente passamos por um esforço de 18 meses para evoluir essa experiência que as pessoas vivenciam quando se hospedam conosco ou usam nossos serviços. O fato das mulheres representarem um segmento tão importante e crescente de viajantes, nos direcionou a focar nossos esforços para criar soluções para os problemas que elas enfrentam durante viagens. As melhorias que fizemos para essas situações traduzem nosso profundo compromisso com uma melhor experiência de viagem para todos os clientes, especialmente os viajantes do sexo feminino.

Hyatt Hotels Corporation, headquartered in Chicago, is a leading global hospitality company with a proud heritage of providing authentic hospitality by making a difference in the lives of guests every day. The company’s subsidiaries manage, franchise, own and develop hotels and resorts under the Hyatt®, Park Hyatt®, Andaz®, Grand Hyatt®, Hyatt Regency®, Hyatt Place®, Hyatt House®, Hyatt Zilara™ and Hyatt Ziva™ brand names and have locations on six continents. As of March 31, 2014, the company’s worldwide portfolio consisted of 554 properties in 47 countries. For more information, please visit www.hyatt.com.

We are thrilled to partner with Women’s Forum Brazil 2014, which recognizes, just as we do, the value, worth and full potential of women around the world. In our business, we are committed to listening to what our guests want and need, which is why we recently underwent an 18-month effort to evolve our guest experience. Through this listening exercise, we learned that women, a critical segment of travelers, were very vocal about their wants and needs on the road. That’s why we focused our efforts around creating solutions to the issues they face while traveling. The guest experience enhancements we made illustrate our deep commitment to improving the travel experience for all guests, especially female travelers.



blog.alliance-renault-nissan.com



A Aliança Renault-Nissan é a parceria multicultural mais longa da indústria automobilística, tendo comemorado seus 15 anos em março de 2014. Juntas, a montadora francesa Renault, com sede em Boulogne-Billancourt, e a japonesa Nissan, com sede em Yokohama, vendem automóveis sob oito marcas diferentes – Renault, Nissan, Renault Samsung, Infiniti, Venucia, Dacia, Datsun e Lada.

Em 2013, a Aliança vendeu um recorde de 8,3 milhões de carros, o que corresponde a um a cada dez unidades comercializadas em todo o mundo. Além de sua parceria estratégica com a AVTOVAZ, a principal montadora russa, a Aliança mantém cooperações estratégicas com a alemã Daimler, a chinesa Dongfeng Motor, a japonesa Mitsubishi Motors Corp. e a indiana Ashok Leyland.

A Aliança Renault-Nissan mantém total compromisso com a igualdade de oportunidades para homens e mulheres, e defende a diversidade étnica e de gênero como parte de seu programa de responsabilidade social, que considera como uma das principais forças de seu negócio. Seu ambiente de trabalho multicultural, onde todos têm amplas oportunidades de desenvolvimento de carreira, é o melhor celeiro de talentos possível para a Aliança, que se traduz em uma clara vantagem competitiva de uma das melhores empresas para trabalhar.

The Renault-Nissan Alliance is the longest-lasting cross cultural partnership in the auto industry and this March celebrated its 15th anniversary. Together, Boulogne-Billancourt, France-based Renault SAS and Yokohama, Japan-based Nissan Motor Co., Ltd., sell cars under eight brands – Renault, Nissan, Renault Samsung, Infiniti, Venucia, Dacia, Datsun and Lada.

In 2013, the Alliance sold a record 8.3 million cars or one in ten cars worldwide. In addition to its strategic partnership with AVTOVAZ, Russia's largest car maker, the Alliance operates strategic collaborations with Germany's Daimler, China's Dongfeng Motor, Japan's Mitsubishi Motors Corp. and India's Ashok Leyland.

The Renault-Nissan Alliance is fully committed to equal opportunities for men and women and advocates ethnic and gender diversity as a social responsibility and as a core business strength. Having a multi-cultural workplace where everyone gets ample opportunities for career development ensures the biggest possible talent pool for the Alliance, which translates into a clear competitive advantage and a fascinating place to work.

PARCEIROS ESTRATÉGICOS / STRATEGIC PARTNERS

AVON

the company for women

www.avon.com



Quem não conhece uma revendedora de produtos Avon? Ela é parte do cotidiano de mais de 100 países, levando a outras mulheres a possibilidade de se tornarem mais lindas, seguras e cheias de autoestima para buscarem seus projetos de vida. Também é uma mulher que com a revenda conquista autonomia financeira para realizar seu próprio sonho. A Avon, líder em venda direta de cosméticos no mundo, tem orgulho de contribuir para que ela conquiste seus objetivos. A cada ano, a empresa gera em torno de US\$ 4,5 milhões para as 6 milhões de revendedoras do mundo. Também disponibiliza aos consumidores mais de 1000 novos produtos desenvolvidos por 300 cientistas nos Estados Unidos. E, por meio da Avon Foundation for Women, já direcionou mais de US\$ 960 milhões para o combate ao câncer de mama e à violência doméstica. Por isso, apoiar um encontro de líderes de relevância como o Women's Forum é motivo de orgulho e fortalecimento da missão da empresa diante daquela que, há 127 anos, é a essência da Avon: a mulher.

Who does not know an Avon representative? She is part of everyday life in more than 100 countries, giving other women the possibility of becoming more beautiful, more secure and full of self-esteem for pursuing their life projects. She is also a woman who, through that activity, achieves financial autonomy for making her own dreams come true. Avon, the global leader in direct sales of cosmetics, is proud to help her reach her goals. Every year, the company generates around US\$4.5 million for its 6 million representatives worldwide. It also offers consumers over 1,000 new products developed by 300 scientists in the United States. And, through the Avon Foundation for Women, the company has dedicated more than US\$960 million to combatting breast cancer and domestic violence. For all these reasons, supporting a meeting of leaders of relevance such as the Women's Forum is a source of pride and strength in the company's mission for those who, for 127 years, are the essence of Avon: women.



www.sanofi.com.br



O Grupo Sanofi no Brasil: uma liderança em saúde, com foco no paciente

A atuação do Grupo Sanofi no Brasil expressa o compromisso global da organização de centrar a sua estratégia no paciente.

Com mais de 5.100 colaboradores, é a maior corporação farmacêutica do mercado brasileiro e dispõe de uma sólida plataforma industrial.

Buscando atender às demandas locais, as cinco empresas do Grupo no País reafirmam a disposição de contribuir com a busca de respostas efetivas para os desafios de saúde no Brasil. Com quatro operações de Saúde Humana e uma de Saúde Animal, a Sanofi Brasil trabalha para oferecer soluções sob medida para as necessidades de saúde da população brasileira.

A Sanofi Farma, um dos maiores players do mercado, dispõe de um amplo portfólio, entre medicamentos de prescrição e conhecidas marcas OTC de sua divisão Consumer Health Care. A Medley é uma das mais importantes lideranças de genéricos no País, atuando também no segmento de similares. Já a Sanofi Pasteur é uma das líderes do setor brasileiro de vacinas, com uma linha diversificada de vacinas. A Genzyme, por sua vez, é especializada no desenvolvimento de terapias para doenças raras e esclerose múltipla. E a Merial ocupa posição de liderança no segmento de saúde e bem-estar animal.

S anofi Group in Brazil: a healthcare leader focused on patients

Sanofi Group's operations in Brazil express the global commitment of the organization to focus its strategy on patients.

With more than 5,100 employees, it is the largest pharmaceutical company in the Brazilian market with a solid industrial platform.

Seeking to meet local demands, the five companies of the Group in the country reassure their willingness to help searching for effective responses to answer to the health challenges in Brazil. With four operations in human health and two other in animal health, Sanofi Brazil is committed to delivering tailored solutions to meet the health needs of the Brazilian population.

Sanofi Farma, one of the biggest players in the market, provides a broad portfolio of prescription drugs and well-known OTC brands of its Consumer Health Care Division. Medley is one of the most important leaders in the generic market in Brazil, also operating in the segment of similar drugs. Sanofi Pasteur is one of the leaders in the Brazilian sector of vaccines, with a diversified vaccines portfolio. Genzyme, in its turn, is specialized in the development of therapies for rare diseases and multiple sclerosis. Merial has a leading position in the animal health and welfare sector.



www.tam.com.br

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*Source: compiled by the Statista Group during a 12-month period in 2012. It measured the operations of 18 million passengers of over one hundred different airlines/alliances.

oneworld members



Desde a sua fundação, em 1976, a TAM mantém o compromisso de oferecer a seus clientes serviços diferenciados de alta qualidade a preços competitivos. E é com essa filosofia que a empresa cresceu, tornou-se líder do mercado nacional de aviação e hoje ocupa posição de destaque no cenário internacional.

Em 2012, a empresa se associou à LAN Airlines, dando origem ao Grupo LATAM Airlines que oferece serviços de transporte de passageiros para cerca de 135 destinos em 22 países, e serviço de carga aérea para aproximadamente 144 destinos em 27 países. Tem mais de 52 mil funcionários, e suas ações são negociadas nas bolsas de Santiago, Nova York (na forma de ADRS) e São Paulo (na forma de BDRs).

Desde 31 de março de 2014, a TAM faz parte da aliança global de aviação oneworld, que atende 150 países, em quase mil aeroportos, com mais de 14 mil voos diários.

Since its founding in 1976, TAM Airlines is committed to offering its customers services of exceptional quality at competitive prices. And it is based on this philosophy that the company has grown to become the leading airline in Brazil and a key player in the international market.

On 2012, the carrier merged with LAN Airlines to create the LATAM Airlines Group, with passenger service to approximately 135 destinations in 22 countries and air freight service to approximately 144 destinations in 27 countries. The LATAM Airlines Group S/A has more than 52,000 employees, and its stock is traded on the Santiago, New York (in the form of ADRS) and São Paulo (in the form of BDRs) stock exchanges.

Since March 31, 2014, TAM is officially an oneworld global aviation alliance member. The alliance currently serves 150 countries in almost 1,000 airports, with over 14,000 daily flights.



www.abb.com

ABB é líder global em tecnologias de energia e de automação. Nossa história em inovação tecnológica no Brasil começou há mais de 100 anos, com o fornecimento de equipamentos elétricos para o primeiro bondinho do Pão de Açúcar, no Rio de Janeiro. Desde então, a ABB no Brasil participou dos principais projetos de industrialização e infraestrutura e, hoje, emprega cerca de 4500 funcionários.

Para seguir 'power and productivity for a better world', precisamos entender nossos clientes e suas culturas. Isso significa que precisamos de talentos de todo o mundo. ABB tem orgulho de sua parceria com o Women's Forum e em dar suporte à mulher no setor tecnológico.

ABB is a global leader in power and automation technologies. Our track record of technological innovation in Brazil started over 100 years ago, with the supply of the electrical equipment for the first Sugar Loaf cable car in Rio de Janeiro. Since then, ABB has participated in Brazil's main infrastructure and industrialization projects and currently employs 4,500 people.

To succeed in providing 'power and productivity for a better world', we need to understand the people we serve and the cultures they live in. That means we need talented people from all over the world. ABB is proud to partner with the Women's Forum and to support women in the technology sector.



Conectar energias renováveis à rede?

A energia hidrelétrica, solar e eólica são abundantes em áreas remotas, como montanhas, desertos e oceanos. A liderança da ABB em tecnologias de energia e automação permite que a energia renovável alcance mais de 70 milhões de pessoas através da integração das redes elétricas, algumas vezes, inclusive por longas distâncias. Nosso objetivo é tornar as redes de energia mais inteligentes, ajudando a proteger o meio ambiente e combatendo as mudanças climáticas.

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www.pwc.com.br

As firmas do network PwC assessoram empresas e indivíduos a criar o valor que eles buscam. Somos um network de firmas que atuam em 157 países com 184.000 profissionais que se dedicam a prestar serviços de alta qualidade em auditoria, consultoria tributária e societária e de negócios.

Para entregar serviços de alta qualidade para os clientes, a PwC valoriza a diversidade e pluralidade de pessoas talentosas que enriquecem e criam diferenciais para a firma. Assim, estamos comprometidos em lançar e participar de iniciativas que fortaleçam o ambiente diverso e inovador, como o Women's Forum Brazil.

Saiba mais sobre nossos serviços acessando www.pwc.com.br.

PwC firms help organizations and individuals create the value they are looking for. PwC is a global network of firms with presence in 157 countries and 184,000 dedicated professionals, who provide high quality audit and tax and business consulting services.

To deliver quality services to clients, PwC promotes diversity and pluralism, by welcoming talented people of different cultures that improve and create a differentiated environment within our firm. In this respect, we are committed to launching and taking part in initiatives that strengthen a diverse and innovative environment, like the Women's Forum Brazil. More information about our services can be found on www.pwc.com.br.

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tecnologias...*

*...estou
sempre on-line...*

*...já tinha internet
quando nasci...*

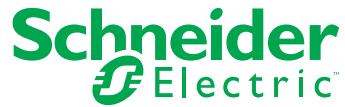
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me desconectar
às vezes.*

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www.schneider-electric.com

Mais do que garantir a diversidade, a Schneider Electric tem como objetivo desenvolver uma cultura em que as diferenças são percebidas e tratadas como um valor real. Ao promover a integração de novos talentos e uma ampla gama de habilidades, a diversidade torna-se uma fonte de inovação, desempenho e competitividade. É por isso que este é um indicador-chave no Barômetro Planeta & Sociedade, um scorecard único de desenvolvimento sustentável. Focado em tornar a energia segura, confiável, eficiente, produtiva e verde, o Grupo atingiu 24 bilhões de euros em vendas em 2013. Somente na América do Sul, a Schneider Elctric conta com mais de 7.500 colaboradores, 15 fábricas e 42 filiais comerciais.

More than ensuring that all diversities are on board, Schneider Electric aims to develop a culture where differences are perceived and treated as a real value. By promoting the integration of new talents and a wide range of skills, diversity represents for the company a source of innovation, performance and competitiveness. That is why this is one key indicator on Planet & Society Barometer, a unique sustainable development scorecard. Focused on making energy safe, reliable, efficient, productive and green, the Group achieved sales of €24 billion in 2013. In South America, Schneider Electric has more than 7,500 employees, 15 industrial plants and 42 commercials.



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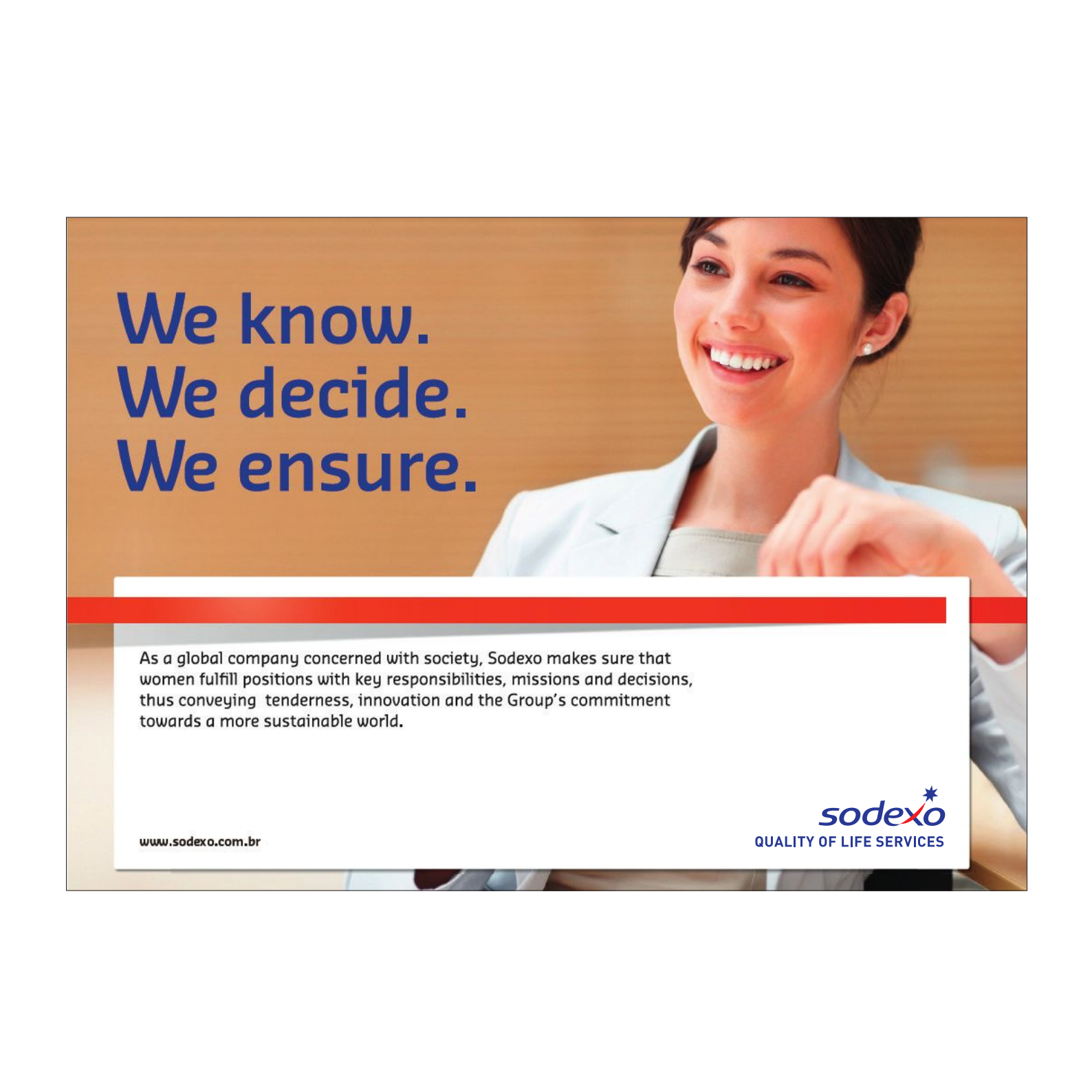
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www.sodexo.com.br

Diversidade e inclusão são fatores no desenvolvimento da sociedade e uma prioridade para o Grupo Sodexo. São diversas ações e projetos que proporcionam o desenvolvimento das mulheres. A participação no Women's Forum é um grande exemplo que reforça este compromisso nos 80 países em que atuamos. Para o CEO do Grupo, Michel Landel, o cenário é positivo, pois a representação das mulheres entre os 300 principais executivos da companhia subiu para 23%, frente os 16% em 2007. Empregamos 35.500 colaboradores e atendemos mais de 70 mil clientes com os Serviços On-site e Benefícios & Incentivos em todas as regiões do Brasil. Com isso, a Sodexo integra Diversidade e Inclusão em todos os aspectos do negócio.

Diversity and inclusion are key factors in the development of society and a priority for Sodexo Group. There are several actions and projects fostering the development of women. The International Women's Forum is a great example that reinforces this commitment in the 80 countries where we operate. For the Group CEO, Michel Landel, the scenario is positive, since the representation of women among the 300 top executives of the company rose to 23%, compared to 16% in 2007. We employ 35,500 workers, serving more than 70,000 customers with On-Site Services and Benefits & Rewards services all over Brazil. With this, Sodexo integrates Diversity and Inclusion in all aspects of business.



**We know.
We decide.
We ensure.**

As a global company concerned with society, Sodexo makes sure that women fulfill positions with key responsibilities, missions and decisions, thus conveying tenderness, innovation and the Group's commitment towards a more sustainable world.

www.sodexo.com.br

sodexo
QUALITY OF LIFE SERVICES



www.whitemartins.com.br

A White Martins tem cerca de 4.000 colaboradores no Brasil e representa, na América do Sul, a Praxair, uma das maiores empresas de gases industriais e medicinais do mundo e única a fazer parte, desde 2003, do Índice Dow Jones de Sustentabilidade. Por considerar a diversidade um pilar estratégico para o sucesso de longo prazo, a empresa investe na criação de um ambiente inclusivo e acolhedor, em que a meritocracia é a base para valorização de talentos diversos.

White Martins has approximately 4,000 employees in Brazil and represents Praxair Inc. in South America. Praxair is one of the largest companies in the industrial and medical gases in the world and has been part of the Dow Jones Sustainability Index since 2003. As diversity is a strategic driver for its long-term success, the company invests in creating a welcoming and inclusive environment, which is the basis to attract and retain diverse talents.



Reconhecer talentos, respeitar diversidades, valorizar o ser humano.

A White Martins é uma empresa de alcance global, que reflete a sociedade em que está inserida, alinhada com suas realidades, necessidades e anseios. Por isso, ao valorizar e reconhecer o talento, a criatividade e a capacidade produtiva das pessoas, independente de qualquer característica, a White Martins está, na verdade, refletindo as conquistas sociais do seu tempo. Uma boa prova disso é o respeito, a admiração e o reconhecimento que a empresa dedica às mulheres, por sua vitoriosa trajetória de conquistas e pela sua importante atuação em nosso dia a dia, como profissionais de alta performance comprometidas com a inovação, a confiabilidade, a superação de resultados e nossa visão de sustentabilidade.

É assim, respeitando o talento e a diversidade do ser humano, que a White Martins sustenta seu compromisso com o planeta e contribui para uma economia mais verde, responsável e inclusiva.

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Construindo um planeta mais sustentável

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Bloomberg

www.bloomberg.com

A Bloomberg News produz cerca de 5.000 matérias por dia, a partir de mais de 150 redações em 73 países, distribuindo seu conteúdo através do serviço Bloomberg Professional, além da televisão, rádio, Internet, dispositivos móveis e três revistas. Em 2010, o editor chefe da Bloomberg News – Matthew Winkler – lançou uma iniciativa que visa melhor refletir o papel da mulher na economia global. Mais de 2.400 jornalistas da Bloomberg fazem parte – adicionando vozes femininas às suas matérias, reunindo-se com mulheres influentes em suas respectivas áreas de atuação e entendendo-as como consumidoras, executivas e eleitoras. A Bloomberg acredita que esta parceria com o Women’s Forum é uma maneira de continuar a promover as mulheres e estimular um constante diálogo entre líderes corporativos.

Bloomberg News produces about 5,000 stories a day from more than 150 bureaus in 73 countries, and delivers content through the Bloomberg Professional service, television, radio, mobile, the Internet and three magazines. In 2010, Bloomberg News Editor-in-Chief Matthew Winkler began a project to better reflect the role of women in the global economy. More than 2,400 Bloomberg journalists take part – adding women’s voices to their stories, meeting influential women on their beats and understanding women as consumers, executives and voters. Bloomberg is partnering with the Women’s Forum as a way to support initiatives to promote women and to encourage an ongoing dialogue among company leaders.

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Bloomberg



www.grupoabril.com.br

O Grupo Abril é um dos maiores e mais influentes grupos de comunicação e educação da América Latina. Fundado em 1950, é composto da Abril S.A., empresa responsável pelas áreas de Mídia e Gráfica; da DGB, holding de Logística e Distribuição do grupo; e da Abril Educação, que no início de 2010 passou a atuar separadamente da Abril S.A. por meio de uma reorganização societária. O Grupo conta ainda com a Fundação Victor Civita, criada em 1985 com o objetivo de fortalecer a educação de base no Brasil. A Abril fornece informação, cultura, educação e entretenimento para praticamente todos os segmentos de público e atua de forma integrada em várias mídias.

Abril Group is one of the largest and most influential communication and education groups in Latin America. Founded in 1950, the Group is comprised of Abril S.A., company responsible for Media and Printing Business; DGB (Logistics & Distribution) and Abril Educação, which began operating independently from Abril S.A. in early 2010, following a corporate restructuring process. The group also includes Fundação Victor Civita (Victor Civita Foundation), created in 1985 with the purpose of improving basic education in Brazil. Abril provides information, culture, education, and entertainment to virtually all audience segments, operating seamlessly throughout different media.

“Seria fútil tentar encaixar as mulheres em um padrão masculino de atitudes, habilidades, e desastroso forçá-las a reprimir características especificamente femininas, para tentar acompanhar a pretensão de que não há diferenças entre os sexos”. ~ Arianna Huffington. Com 11 edições em todo o mundo, o The Huffington Post conta com a opinião de algumas mulheres de destaque de nossa época, de políticas a mães, empreendedoras, celebridades e líderes mundiais, todas grandes blogueiras que defendem suas próprias opiniões sobre como melhorar a sociedade. Neste contexto, elas compartilham a meta do Women’s Forum’s para promover as opiniões das mulheres, pois elas merecem ser ouvidas.

“It would be futile to attempt to fit women into a masculine pattern of attitudes, skills and abilities and disastrous to force them to suppress their specifically female characteristics and abilities by keeping up the pretense that there are no differences between the sexes.” ~ Arianna Huffington. With 11 editions around the world, The Huffington Post has featured some of the best women’s voices of our time, from politicians to mothers to entrepreneurs to celebrities to world leaders – all amazing bloggers who defended their own vision for how to improve society. In this sentiment, they are of like mind with The Women’s Forum’s goal to promote women’s voices as eminently deserving of being heard.



editoraglobo.globo.com

O empreendedorismo feminino é uma das principais bandeiras de Pequenas Empresas & Grandes Negócios. Produzimos um jornalismo de serviço para ajudar, guiar e inspirar nossas leitoras a se realizarem no empreendedorismo. Ao abraçar essa causa, fortalecemos e valorizamos o papel da mulher na sociedade. Por isso, aplaudimos todas as iniciativas que encorajem e qualifiquem as empreendedoras brasileiras. Estamos muito felizes com a parceria deste ano, em especial. A grade de debates do Women's Forum Brazil 2014 contempla temas essenciais para o desenvolvimento de uma agenda positiva e de políticas públicas que deem às mulheres os elementos que elas precisam para crescer e prosperar. Estamos certos de que nossa participação contribui significativamente para fazer de nosso país uma nação mais próspera e vibrante para todos.

Women's entrepreneurship is one of the main themes featured in the Brazilian magazine Pequenas Empresas & Grandes Negócios. We create service journalism to help, guide and inspire our female readers to find fulfillment in entrepreneurship. In doing this, we strengthen and celebrate the role of women in our society – we embrace this cause completely; therefore, we applaud every initiative to encourage and qualify Brazilian women entrepreneurs and leaders. We're especially happy with this partnership we made this year. The program of the Women's Forum Brazil 2014 contemplates essential themes for the development of a positive agenda and for the creation of official policies that can provide women with the support elements they need to grow and flourish. We're confident that our participation will contribute decisively to transform our country into a vibrant and prosper nation for all.

Mulheres empreendedoras são destaque em todas as nossas plataformas



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revistapegn.globo.com/Mulheres-empendedoras



www.rfi.fr
www.france24.com
www.mc-doualiya.com

V eja e ouça o mundo

France Médias Monde, o grupo responsável pelos serviços internacionais da televisão francesa, inclui o canal noticioso trilingue FRANCE 24, a estação de rádio internacional RFI e a estação de rádio em árabe Monte Carlo Doualiya. Os programas são emitidos de Paris em 14 idiomas. O grupo trabalha com jornalistas e uma ampla rede de correspondentes que oferecem ao público uma cobertura completa dos eventos mundiais, focando a diversidade cultural e pontos de vista contrastados, através de boletins de notícias, reportagens, programas e debates. A cada semana, France 24 pode se orgulhar de ter uma audiência de 41.7 milhões de espectadores, RFI de 34.5 milhões de ouvintes e Monte Carlo Doualiya de 6.7 milhões de ouvintes (audiência semanal - sem extrapolações). As novas plataformas de mídia recebem 24 milhões de visitas por mês. France Médias Monde também é acionista e parceiro do canal de televisão generalista em francês TV5MONDE.

W atch and listen to the world

France Médias Monde, the group in charge of French international broadcasting services, comprises the trilingual news channel FRANCE 24, the international radio station RFI and the Arabic-language radio station Monte Carlo Doualiya. From Paris, they broadcast to the world in 14 languages. The group's journalists and its unique network of correspondents offer viewers and listeners comprehensive coverage of world events, with a focus on cultural diversity and contrasting viewpoints via news bulletins, reports, magazines and debates. Every week, France 24 boasts an average audience of 41.7 million viewers, RFI 34.5 million listeners and Monte Carlo Doualiya 6.7 million listeners (weekly audience - no extrapolation). Their new media platforms attract 24 million visits a month. France Médias Monde is also a shareholder and partner of the French-language general interest TV channel TV5MONDE.



watch and listen to the world

RFI is a French current affairs radio station that broadcasts worldwide in French and 12 foreign languages.
France 24, the international news channel, broadcasts 24/7 to 250 million homes around the world in French, Arabic and English.

RFI and France 24 media partners of the Women's Forum Brazil 2014



France Médias Monde channels

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