



Building trust in our societies

AUDE ZIESENISS DE THUIN
President and Founder
Women's Forum for the Economy and Society



Photo: Xavier Delaix, 2007

« Our Forum is not only
a platform for reflection and
debate it serves as evidence
that through collaboration
and concrete action, we
can build a better world

“Building trust in our societies” was the theme of this year’s Women’s Forum, and over 1,200 women and men answered the call to come and reflect together on the many aspects of this issue. How is it that an erosion of trust is pervading the world, and how can women participate in making ours a more trusting one? We were honoured by the presence in Deauville of some of the world’s leading women – and men – who came from 70 different countries to take a candid and forthright look at these problems, generating a wealth of interrogations, ideas, proposals and solutions.

Globalisation, and the tremendous pressure of accelerating economic and technological change have undermined the trust we place in those who govern us, and the legitimacy of our institutions. This central issue was the subject of several debates, and repeatedly the fact emerged that it was now in the power of women, given the opportunity, to reverse the steep decline of trust in politics. They have the credibility essential to bridging the widening gulf between civil society and government. Global corruption in all its forms, in industrialised countries as well as in developing nations, would be drastically reduced if more women were able to climb higher up the political ladder.

Yes, women have a vital role to play in resolving the trust deficit, but, as we were reminded during the Forum, trust is based on individual responsibility; and we have a responsibility to demand ethical behaviour not only from politicians but also from businesses, the media and the food and drugs manufacturers. We have a responsibility in ensuring that scientific research, whose discoveries hold great promise but can open the doors to frightening possibilities, does not transgress certain moral and ethical boundaries, and a responsibility in establishing where those boundaries lie.

Again, on the issues of climate change and the fast pace of development in certain parts of the world, to which the Forum devoted almost an entire day, the participants returned to theme of collective and individual responsibility: If we as individuals and consumers demand respect for the environment from government and business, we must also look down at our own personal "carbon footprint."



Aude Zieseniss de Thuin



The pressing issue of our welfare systems was also on the agenda. We as women must uphold fairness, not as an optional nicety, but as essential ingredient to building the kind of welfare systems that can sustain our ageing populations. Similarly, women can lead in working to create a balance between the industrialised and developing nations, not through charity but as a genuine requirement for ending exploitation.

The findings of three fascinating and critically important studies published recently were presented at the Forum by McKinsey, PricewaterhouseCoopers and Ricol, Lasteyrie & Associés. Their incontrovertible conclusions in favour of a gender balance in top management were an affirmation of points made at previous editions of the Women's Forum.

These can only incite us to continue to work for more women in top-level posts and also to encourage the younger generation to enter traditionally male-dominated fields such as finance, science and technology. With the help of our partners and sponsors we have been able to put some of these aims into action. New projects were launched this year and others initiated at the Women's Forum have already born fruit.

Under what are called the Forum's "Concrete and Long-term Initiatives," over two hundred thousand dollars in prizes and grants were awarded at the Women's Forum this year in support of exceptional individuals and projects from the five continents. Our Forum is not only a platform for reflection and debate it serves as evidence that through collaboration and concrete action, we can build a better world.

Aude Zieseniss de Thuin

THE WOMEN'S FORUM 2007 WHITE BOOK

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A question of trust

JEAN-PAUL BAILLY
President of Groupe La Poste



It was to be expected that, given the crisis of trust and the search for recognition and appreciation in contemporary society, and in a menacing and uncertain world, the theme of the third edition of the Women's Forum, « Building trust in our societies » would generate intense debate. The series of discussions in which company directors, financiers, experts and sociologists participated was indeed fascinating.

For we live in a society that is threatened by disorientation, that is in economic, social and environmental peril, and has an increasingly uncertain future. Society needs to regain a sense of trust: Trust is becoming progressively rare.

In these circumstances, individual people (be they employees, citizens, business people, parents etc.), have a yearning for trust. There is a psychological, personal need for self-esteem and a social, collective need for recognition. People need more than



With the redeployment of gender roles, women have now taken their full place beside men



*ever to know where they are heading, and how to get there.
In other words, their lives need orientation and meaning.
More than ever, people need:*

- 1 to be appreciated,*
- 2 to be given personal attention,*
- 3 to be trusted in their capacity to move forward, and in their resilience in the face of unforeseen difficulties.*

To work properly, the practice of delegating responsibilities, particularly in the corporate world, must be matched with piloting systems that bring out the meaning of their activity, providing the back-up to a project, and the follow-up to its execution.

With the redeployment of gender roles, women have now taken their full place beside men. They are at the heart of all aspects of modern society, and not only those to do with family, health and education; they are now just as indispensable in spheres of activity traditionally reserved to men, in which they have amply demonstrated their competence, their capacity for innovation, and the virtues of a more participative and less power-seeking management style. In other words, based to a greater extent on trust.

The studies submitted to the Women's Forum tend to prove that the more and the faster women are integrated into economic activity, the better it is for company performance.

We also saw the extent to which women have shown courage and tenacity in the face of calamity, and an infrangible will to speak out whatever the risks and consequences.

Restoring trust also involves strengthening the ties between developed and developing countries. This will entail the mutual pursuit of sustainable development that respects the environment while taking into account the need for economic and social progress. Trust is indispensable to personal and company development, and that of the whole planet.

There is a precondition to trust, and that is a profound awareness of the reasons for crises and loss of trust. The causes and mechanisms of its spread have to be understood, and the successful methods for restoring it noted and appreciated. This was the rationale behind the foundation of the « Trust Observatory » which I preside, which aims to examine all aspects of the human sciences in which relations of trust are involved: sociology, medicine, psychology, education, culture etc. This research will be totally accessible to everybody, as our stock of trust must be secured and disseminated.

When trust is fostered, the whole dynamics of society are invigorated.

Jean-Paul Bailly



These pictures represent trust and confidence in the eyes of young people.



H.E. Phumzile-Gloria Mlambo-Ngcuka, Deputy President of South Africa

Part 1 | Global Trust Issues



Maria Livanos Cattai

Rebuilding trust: An agenda for governance

When information overload, the cult of personality and an obsession with trivia start to obscure bigger political issues, the consequent lack of transparency and dwindling trust in our leaders could be putting democracy at risk.

“Trust is the backbone of our societies.” This was the central message of the opening session and indeed the whole of this year’s Women’s Forum, summed up by the forum’s founder Aude Zieseniss de Thuin in her welcome speech. She added that without trust, the institutions and principles on which our societies are built would crumble.

The three speakers came back to this theme repeatedly during the debate and also stressed that while trust is vital, it is extremely delicate. “Confidence and trust can only be built up slowly and it is very fragile,” argued Anne Lauvergeon, Chairman of



the Executive board of Areva, the world’s leading nuclear power company. “The problem,” she continued, was that trust, “can be destroyed much more easily and quickly than it can be built.” Moderator Maria Livanos Cattai reiterated this point when she said: “It takes years to build up trust. It takes seconds to break it.”

TRANSPARENCY IS THE KEY

Lauvergeon recognised that industries like hers had a role to play in ensuring people trusted key actors and institutions in society. The era when large firms could carry out their activities without consulting the public or explaining their actions was long and truly over, she insisted. Transparency was the key in today’s modern, international business environment, she said. “We all like to explain what we are doing when things go well, but we must also be open when things are not going well,” she added.

*We need a lot more trust
and confidence in ourselves
and we need to demand
respect from the people
we put forward to lead us*

Ayo Obe



Ayo Obe

TOO MUCH INFORMATION

The complexity of modern societies and in particular the sheer volume of information which bombards us on a daily basis was also seen as contributing to a perceived crisis of trust in many countries. “The problem is the complexity of today’s world. So many things have changed and are still changing,” said Lauvergeon.



Trivialisation diverts attention from the issues and it is the responsibility of the citizen to make discerning choices. They need to take matters into their own hands.

Ayo Obe

Laura Liswood, a senior advisor with Goldman Sachs, agreed. “There is so much complex information out there. It’s just too darn hard to understand things,” she argued. Liswood cited the debates surrounding the question of climate change or the issue of welfare reform in the USA as classic examples of the problem of information overload. “Pretty soon you throw your hands up in the air and say I like the colour of that guy’s tie, so I’m gonna vote for him,” she said.

Ayo Obe, Chair, of the Steering Committee of the World Movement for Democracy agreed that citizens around the world were now faced with more information than ever before. But this should not be used as an excuse to give up on their democratic responsibilities, she insisted.

Democracy wasn’t easy, she argued. It gave ordinary people “responsibility and power,” which they must have the self confidence to use and use wisely. Obe explained that in Africa in 1990 there were just four countries that could have been described as multi-party democracies. Today the number had risen to 34. This was clearly a major achievement but it has brought with it new challenges, she argued. And citing the example of her own country, Nigeria, she said there were some major problems of trust between ordinary people and their government. “You really can’t trust very much in Nigeria. You can’t even trust that when you turn on the light switch you will get any light,” she said.



Left to right: Anne Lauvergeon, Maria Livanos Cattai, Laura Liswood, Ayo Obe



Above: Laura Liswood
Left: Anne Lauvergeon



OBSESSION WITH TRIVIA

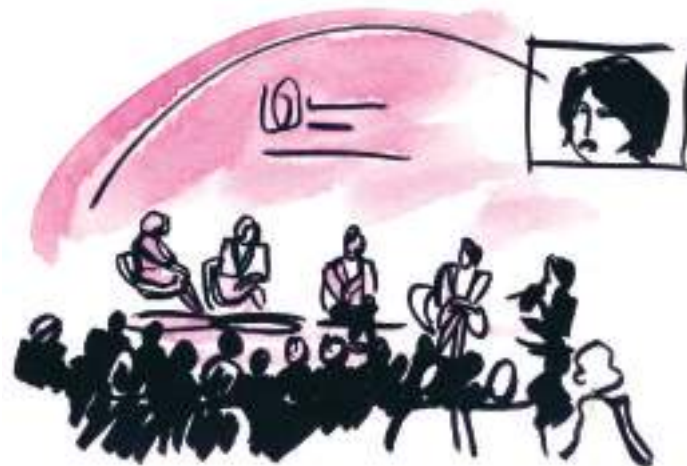
Returning to Liswood's point about voting for the politician with the nicest tie, Obe said that there was a danger in many democracies, that people were letting obsession with personality and trivia get in the way of making important decisions based on the political issues that really matter.

"Trivialisation diverts attention from the issues and it is the responsibility of the citizen to make discerning choices. They need to take matters into their own hands," she argued.

Lauvergeon also spoke on the issue of the responsibility of ordinary citizens for building trust in their societies. "If we want to move forward, we need to take risks and that's a real challenge for our democracies," she said. Political or business leaders who took no risky decisions could quite probably find themselves leading comfortable uncontroversial lives, she said. But they would also be presiding over firms or countries that stagnated and didn't develop, and in the long term that was a very bad strategy, she continued.

PERSONALITY CULTS

Obe said she believed the best way to restore trust in democratic societies was to concentrate on building political systems based on respected and effective institutions rather than placing too much emphasis on personalities. "Putting one's trust in individuals is not a long term strategy for building a society," she said. Liswood agreed, saying that the personality-centred political culture in her home country, the USA, was stifling serious political debate in many areas. Citing the example of likely Democratic Party presidential candidate Hillary Clinton, she argued that very little of the public debate surrounding the former first lady's bid to run for the White House concerned her political programme. "It's all about whether she should have stayed with her husband or not, or whether she is the kind of person I'd like to have a beer with," said the Goldman Sachs analyst.



Men feel like they are fully confident to make a decision when they have 25% of the information. Women only feel confident when they have 75%

Laura Liswood

TRUST YOURSELF

Summing up the debate, all three speakers argued that ordinary citizens, and in particular women, needed to have more trust in themselves and in their ability to make wise decisions about the people they chose to run their societies. They also argued that it was important for citizens to feel they could hold their elected representatives or business leaders accountable whenever they wished.



*If we want to move forward,
we need to take risks
and that's a real challenge
for our democracies*

Anne Lauvergeon



Anne Lauvergeon



Ayo Obe

“We need a lot more trust and confidence in ourselves and we need to demand respect from the people we put forward to lead us,” said Obe. Added Lauvergeon: “We need enough self doubt to question our decisions but enough confidence to move forward.” Women in particular needed a healthy dose of this self confidence, said Liswood. “Men feel like they are fully confident to make a decision when they have 25 % of the information. Women only feel confident when they have 75 %,” she said. On the question of whether this meant she felt men should become more cautious or women just a bit less so she, perhaps deliberately, remained unclear.

SPEAKERS:



Anne Lauvergeon, Chairman of the Executive Board, Areva, France



Laura Liswood, Senior Advisor, Goldman Sachs, USA



Ayo Obe, Chair, Steering Committee, World Movement for Democracy, Nigeria

MODERATOR:



Maria Livanos Cattai, Member of the Board of Directors, Petroplus Holdings; Vice-Chairman, International Crisis Group, Switzerland



Maria Livanos Cattai, Laura Liswood

PROJECT



Official Chinese delegation and its partners. Among whom at the bottom, men from left to right: Philippe Castagnac (CEO, Mazars), Jean-Luc Chéreau (CEO's Adviser, Carrefour), Michel Landel (CEO, Sodexho), Jean-Pascal Tricoire (CEO, Schneider Electric), Bruno Lafont (CEO, Lafarge) and on top of the picture at the second row, right: Joanna Fielding (CFO Asia, Standard Chartered Bank)

Fifty of China's leading women attend the Forum

For the first time this year, the Women's Forum invited a foreign delegation to Deauville. The group consisted of 50 high-profile Chinese women from the worlds of business, politics and academia, as well as others with institutional and cultural backgrounds. The delegation was sponsored by Carrefour, Lafarge, Mazars, Schneider Electric, Sodexo and Standard Chartered Bank.

The delegation from China that attended this year's Women's Forum included Long Jiangwen, International Director of All-China Women's Federation; Nora Sun, Chair of Nora Sun Associates Ltd.; Dr. Qingyuan Li, Former Director of Research Centre of China Securities Regulatory Commission, currently Adjunct Professor of Renmin University of China; Yuan Wang, Deputy Director, Training & Education Department, China Development Bank; Liu Ting, Chair and President, Asia Link Group; Yan Lan, Partner, Gide Loyrette Nouel Beijing; Rebecca Wei, Partner, McKinsey & Company China; Lan Zhenzhen, Vice President, L'Oréal China; Jenny Wang, Vice President, Goodyear China; Zhang Lan, Chair and President, South Beauty Group; Hung Huang, CEO, China Interactive Media Group; Hu Shuli, General Manager, Caijing Magazine; Vera Tsu, Violonist; Liao Sheri Xiaoyi, President, Global Village Beijing...

After activities in Paris that culminated in a warm meeting at the Elysée Palace with Emmanuelle Mignon the Cabinet Director of French President Nicolas Sarkozy, the Chinese delegation opened the three-day Women's Forum with a performance by world-class violinist Vera Tsu.



Vera Tsu

Long Jiangwen responded to the welcoming address by Aude Zieseniss de Thuin with a speech emphasising the importance of women in the fields of science and technology.

In the session on the issue of competitiveness, Liu Ting said that the gender balance in many Chinese companies was relatively good. Nevertheless, women still needed encouragement, not least from other women.

In a special private session hosted by TBWA, the delegation met with Laurence Parisot, Chair of the Mouvement des Entreprises de France (MEDEF).

In the discussion on "Global diversity in law firms", Yan Lan pointed out that although in China 22% of judges, 21% of prosecutors and 25% of lawyers were women, they were still

PROJECT I CHINESE DELEGATION



The delegation meets with Laurence Parisot in a private session hosted by TBWA

denied access to real power. She reported the « frankly alarming » statistic that 97 % of partners in Chinese law firms were male.

In a session on “Building an international brand” Hung Huang invited French companies to help their Chinese counterparts build an international branding strategy.

In the discussion on “Shaping the business environment”, Dr. Qingyuan Li stated that opportunities for women depend on cultural factors. Chairman Mao had given Chinese women equality in jobs, with equal pay. She quoted the Chinese proverb : “With men and women cooperating, work becomes less tiring”.

Liao Sheri Xiaoyi observed that “happiness is not growing commensurately with the rise of GDP”, and suggested shifting the emphasis from “material to spiritual energy.” She urged companies and individuals to support environment-focused campaigns with concrete actions like her energy-saving “26 Degree Campaign” for air-conditioning units. She suggested that the title of the Forum should be amended to “Women’s Forum for the Economy, Society and the Environment”.

In « Women in Finance », Yuan Wang stated that “Mao’s economic policy may not have been that good, but on the gender issue I give him credit. In China, women have the confidence to seek jobs in finance, and they gain recognition once they get there.”

Managing Editor of *Caijing Magazine*, Hu Shuli has been called “the most dangerous woman in China.” . During the plenary debate on “Transparency, trust and truth”, Hu recounted how her magazine had denounced an insider trading scandal in its first cover story. As a result, errant business people now had to think about getting caught by the media as well as by government and police, she said.

Chinese journalist Wu Qing called on participants to be mindful of the situation of girls: “Don’t forget our sisters,” she urged, “let us fight for their education. If you educate one man, you change one person. If you educate one woman, you change the whole family and several generations in the future.”



Laurence Parisot

The role of women in creating a thriving chinese economy

Excerpts from the speech by **Long Jiangwen**, Deputy Director-General of the International Department of the All-China Women's Federation.

“While women have made enormous contributions to the country's economic development, they still face serious challenges.”

Despite rapid economic development and official policies to promote gender equality, women in China still face discrimination in the workplace. More women are needed in politics as well. Since reforms and economic liberalization policies were introduced in 1978, China has gradually established a socialist market economic system, with a consequent and progressive rise in productivity and an overall strengthening of the nation. At the same time, the lives of ordinary citizens have improved from a situation of subsistence with just enough food and clothes to what is today a comfortably well-off society.

NEW INDUSTRIES

The rapid development of the Chinese economy cannot take place without the participation of women or without the contribution of their wisdom. China boasts a female population of 630 million, accounting for nearly half of its total population. By the end of 2004, the number of women employed in both urban and rural areas was 337 million, accounting for 44.8% of the total workforce. Traditionally employed in the primary and secondary industries, women have seen a progressive change and are now entering the tertiary and other emerging industries.



Long Jiangwen

GENDER POLICIES

China has formulated and implemented a series of policies and measures to ensure that women participate in economic development on an equal footing with men. The Constitution stipulates that men and women receive equal pay for equal work. The All China Women's Federation (ACWF) is the biggest women's organisation in China, working to protect women's rights and promote women's development. ACWF, along with a number of ministries and commissions has launched a nationwide campaign to promote harmony in the home and encourage couples to share housework. Model husbands can even be selected for commendation.

WOMEN STILL FACE DISCRIMINATION

Despite its tremendous achievements, China is a country with a huge population and weak foundations. The environment and natural resources face severe pressure and socio-economic development is uneven, with major disparities between the western and the eastern regions, and between urban and rural areas. While women have made enormous contributions to the country's economic development, they still face serious challenges. Age and gender discrimination are still present in workplace, and the income gap between men and women is widening. Educational levels are not high enough, and the proportion of women who participate in political affairs still needs to rise.

PROJECT I CHINESE DELEGATION Y



Yan Lan

Partner, Gide Loyrette Nouel Beijing, China.

The topic of the 2007 Women's Forum for the Economy & Society is «Building Trust in our Societies».

Trust is the cornerstone of our society. Progress, as well as the relationships between governments, enterprises and individuals, depend upon it. Trust is not only a virtue, but a gage of responsibility and of conduct, and therefore a precious resource. In an individual, trustworthiness is the mark of a noble personality. For an enterprise, trust is a very valuable and intangible asset. In society, a respectable life and a job wins trust, while for a country, it is earned by a good international image.

Today, in the context of globalisation, China is in a period of massive transition from a planned to a market economy. Therefore, more than others, we need to build trust between government, enterprise and the individual.

Indeed, in this fast-paced economy, we have a lot of problems regarding trust. For example, there is the huge phenomenon of counterfeiting. And although Chinese governmental authorities have already published a series of legal protection regulations that generally conform to international standards, the Intellectual Property (IP) protection issue is serious. A lot of work must be done with respect to implementing rules on the protection of IP so that the trust of international society can be won, as well as the trust of Chinese companies and all the Chinese people, who are essentially victims of this infringement.

I am confident in the Chinese authorities in this fight against counterfeiting, and in the capacity for a change of mentality and of attitude by the Chinese people. We have already paid a lot. The Chinese authorities are aware of this issue and want to stop counterfeiting because it prevents the development of inventions and of advanced technology in China. The rebuilding of trust, therefore, is worth our efforts.



Lan Zhenzhen

Vice-President, Communications & Corporate Affairs, L'Oréal China.

This is my first visit to the Women's Forum. I am impressed by all these women and by the delegation of 50 Chinese women in particular. This assembly will help to improve the social standing of Chinese women and their role in the world.

Women's role in China is more important economically than politically. However, they have political opportunities as they have always been very active. There is still a barrier between men and women, which is why women help each other. It's a strong tradition in China. Where there is poverty, men have a greater chance of going to school than women, especially in the countryside and people still want boys.

Things have been changing and the State now realises that women hold up half the sky. At L'Oréal China for example, women are the cement of the company, they are tougher, more unwavering in their orientation and progress.

In China the Forum will play a vital and stimulating role. The 50 women in our delegation give hope to all the others. Their presence will be noticed at the highest political level. Evolution and change always comes from women. The world has always changed because of women. They go forward, they protest. The Shanghai Forum will make attitudes evolve.



The Chinese delegation with Emmanuelle Mignon in front of the Elysée Palace



Photo: JC Boscher

Yang Lijun, Olympia and David de Rothschild, Elaine Yang



Photo: JC Boscher

Li Yanling (Shanghai Women's Federation), Jenny Wang (Goodyear)



At Musée du Quai Branly

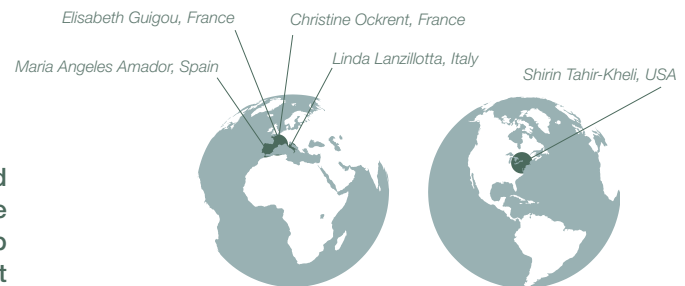


Shirin Tahir-Kheli

What should women expect from political leaders in order to restore trust in our governance systems?

Half the world is female - but what would the world be like if half the planet's politicians were female too? Four women who have made it to the top believe greater gender equality in politics could cut corruption and restore trust in government.

Women have the power and the credibility to reverse the steep decline in trust in politics, and the ability to bridge a widening gulf between civil society and government, participants at the debate on confidence in governance systems were told. Corruption, which has eroded political institutions around the world could be drastically reduced if more women were able to climb higher up the political ladder, in industrialised countries as well as developing nations.



While the speakers, three former government ministers and a senior White House advisor, stopped short of blaming political corruption solely on men, they agreed that giving women more access to political power could ease the problem.

French member of parliament and former Justice Minister Elisabeth Guigou told the meeting: "To restore trust, politicians must act on people's daily issues and concerns like unemployment, housing and security, as well as on global issues, and women tend to do that spontaneously."

GREATER DIVERSITY

“The more we have politicians who represent the diversity of society the better, and the fact is that half of society is made up of women. But we should be careful not to say that just because we’re women, we’re better. I personally don’t like victimised feminists who say when you criticise them: ‘It’s just because I’m a woman’.”

Shirin Tahir-Kheli, senior advisor to the US Secretary of State for Women’s Empowerment, told participants that America had seen an “impressive rise” in women’s participation in US politics at local and national level, but Americans still had little faith in their institutions. She added: “Remember that it’s not just in the US where this is happening. Decline in trust is a global phenomenon. And one reason people make the case for the greater involvement of women in politics is because of the corruption that has gnawed away at our institutions, and the fact that historically, women have not been the leaders who have been the most corrupt. In fact, they have usually been more focused on governing and the need for dialogue and networking.”



Elisabeth Guigou



To restore trust, politicians must act on people’s daily issues and concerns like unemployment, housing and security, as well as on global issues, and women tend to do that spontaneously

Elisabeth Guigou

WOMEN CAN BRIDGE THE DIVIDE

Former Spanish Health Minister Maria Angeles Amador said that at 30%, Spain had one of the highest representations of women of any European parliament, but she stressed that her nation still had a long way to go restore full confidence in the political system.

She said: ‘We are proud of our situation in Spain. Parliament already has one of Europe’s highest proportions of women. Prime Minister José-Luis Zapatero has a commitment to equality in politics, and this filters down to public and private employment.

“But sadly, although we are making progress in this direction, confidence in politics is still as bad in Spain as it is in France and Italy, and the distance between civil society and government causes people concern. But women can bridge that divide.”

“Women are different from men, and we have our own way of looking at the world, but it doesn’t mean we’re better, genetically or in any other way,” she added.

Moderator and French television journalist Christine Ockrent complimented Amador on Spain's "amazing transformation" from dictatorship 40 years ago to a thriving democracy. She said: "It is a remarkable turnaround that makes you a model country in Europe, and what is more surprising is that contrary to the idea of Latin countries excluding women, there are almost as many female as male ministers in Spain."

CHANGES STILL NEEDED

But Italy's Minister for Regional Affairs and Local Communities, Linda Lanzillotta, said lack of trust in politicians in her country had plunged their government into a "deep crisis". She said: "The feelings of our citizens for national government are very negative at the moment. Since 1993 we have been in a period of transition. We are looking for stability and this makes it difficult for government to keep its promises."

Linda Lanzillotta







Maria Angeles Amador, Elisabeth Guigou, Christine Ockrent, Linda Lanzillotta

"Changes need to be made to help women in the labour market and with issues like health and flexible working hours, and you can't do that without stable institutions," she added. "Our political parties are led by narrow groups of men, denying women access to the higher levels of politics, but the launch of a new centre-left democratic party which has pledged to elect 50% women will represent a new start for women."

"But there is a conflict between resolving global and local issues and a deepening crisis of trust around the world, and I believe that it is women, who are more generous, more credible and have the ability to create new frameworks, who can bridge this gap," she concluded.

SPEAKERS:

-  **Maria Angeles Amador**, Lawyer; former Health Minister, Spain
-  **Elisabeth Guigou**, Member of the National Assembly and former Minister of Justice, France
-  **Linda Lanzillotta**, Minister for Regional Affairs and Local Communities, Italy
-  **Shirin Tahir-Kheli**, Senior Adviser to the Secretary of State for Women's Empowerment, USA

MODERATOR:

-  **Christine Ockrent**, Journalist and Author, France
Télévision, France

May Chidiac, Speaking to make a difference



May Chidiac

Excerpts from the speech by May Chidiac, Lebanese Journalist

The most wonderful thing which speech is capable of is its capacity to change things. To change evil into good and oppression into freedom.

To some, words are frightening; they can foment revolt in an oppressed society.

Fighting for democracy is about the establishment of a lawful state in which basic freedoms are assured. To this end, the freedom of the press is essential.

I am here today to examine how women can contribute to development by involving themselves in politics and the media with the ultimate hope of changing history.

Today, undeniably, the feminine factor has entered the media in all its forms. Many (women) have not hesitated to sacrifice life and liberty to defend their causes and convictions.

«
«
But progress is not always enough, especially in the Middle East where women have become even more exposed and vulnerable



May Chidiac



Participants in the plenary room

Terrorism is not the prerogative of extremist factions; it is also the most effective tool of many regimes for the silencing of voices of freedom.

For more than 30 years the Lebanese population has been the victim of all kinds of forms of terrorism not to mention the weapons of manipulation and defamation used by the secret services of non-democratic nations.

Words have cost me much. On September 25, 2005, assassins planted 500 grams of TNT mixed with a highly flammable product under the seat of my car. When the explosion occurred, I was engulfed in flames and seriously injured.

Lebanese journalists Samir Kassir and Gebrane Tueini were killed that same year. Their crime? To have dared criticize Syria and its behaviour towards Lebanon.

I must accept my mutilated body. I must accept constant suffering. Injured for life, but miraculously alive, I want to track down (their) killers so that they answer for their crimes and so that an international tribunal formed by the United Nations sees the light of day.

Speech in our country cannot be hijacked. We need to break the cycle of violence and oppression.

*I thought I would be safe
as I was a woman and
a journalist. Why would
anyone target me?*





Christine Ockrent

In the media we trust... or should we?

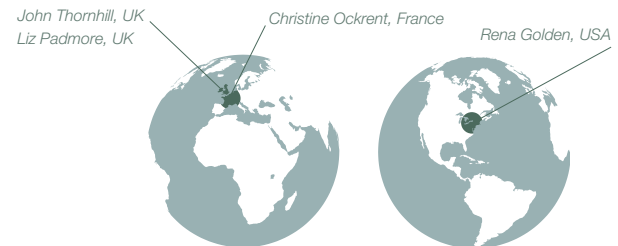
At a time when the public seems to care more about what a socialite did last night than about a humanitarian tragedy affecting thousands of people, the media is often blamed for dumbing-down and sensationalism, but senior news executives claim they are only responding to consumer tastes...

Kind words are seldom reserved for the media, referred to with suspicion for over a century as “the Fourth Estate,” and recently by former UK Prime Minister Tony Blair as “feral beasts.” While this is nothing new, speakers agreed that mistrust in the media today had increased. The primary reasons evoked were new technology, changing patterns of media ownership, increased competition and the temptation of sensationalism.

Often, these reasons overlap. The same new technology that has made every citizen a potential online journalist has also increased media’s speed of response, and in turn, the public’s demand for immediacy. “Now the pictures arrive before the story, which is often reduced to little more than a headline,” said leading French journalist Christine Ockrent. With its concomitant risk of oversimplification, she added, “speed has become quality journalism’s worst enemy.”

It’s no longer the pundits that rule the media, it’s the consumer

Christine Ockrent



SPEED VERSUS CONTENT

CNN.com’s Rena Golden concurred, while arguing that speed isn’t in itself a reason to distrust the media. “Incremental news reporting is what the consumer has come to expect,” at least from a 24-hour news provider, she said. With that expectation comes greater pressure on traditional providers to vet their sources and ensure accuracy.

Indeed, new technology allows consumers to hold traditional media accountable by giving them the chance to respond immediately, John Thornhill pointed out. “If you make a mistake, you hear about it,” he said, referring to the reactions of bloggers and Web-active readers.

TRIVIA OR INFORMATION

Editor of the Financial Times (FT), Thornhill stated that while competition had positive aspects such as increasing consumer choice and giving a ‘voice to the voiceless’, it has had a negative impact in pushing media to focus on what sells.

CNN.com’s Golden disagreed, arguing that “competition makes us better, not worse”. To moderator Liz Padmore’s criticism of CNN for once superimposing a banner announcing

Paris Hilton's release from jail over coverage of a serious international news story, Golden responded, "I wish people didn't care, but we can actually measure exactly how much they care."



*If you make a mistake,
you hear about it*

John Thornhill



John Thornhill, Liz Padmore

THE CONSUMER RULES

If the public complains about the quality of its media, while consistently choosing sensationalism, who is ultimately responsible for the erosion of trust?

Ockrent said that while some citizen journalists provide valuable reporting and information on the Web, "you also have people expressing their opinions to millions, telling you what they think you should think." This can be dangerous because of the absence of any form of control. "How do you know that the supposed auto mechanic blogging away isn't an oil executive?" she asked. "If you think traditional media are manipulative, look at the Internet," she said.

From the floor, Dina Mehta, a blogger and researcher from India, said it was time to shed either/or attitudes towards traditional news sources as opposed to new citizen-generated media. "The debate should evolve to view these as complementary forms," she said, using the field of medicine as an example. "I respect my doctor's diagnosis but that doesn't prevent me from going online to hear from people who have had the same disease," she said.

Participants





Left to right: John Thornhill, Liz Padmore, Christine Ockrent, Rena Golden

CONTROL IS ESSENTIAL

Golden also defended citizen journalism, saying that CNN drew from it regularly, sometimes airing amateur footage from places it couldn't access. She added, however, that control was essential: "As gatekeepers, we're responsible for vetting the material."

Rena Golden



Another question was whether the present concentration of providers in the hands of very few owners were cause for mistrust. "In America, there are some incredibly partisan news organisations out there and that's dangerous," said the FT's Thornhill. France's Ockrent was more circumspect, reminding the panel that "there was never a golden age" of media independence. She remarked that until the Second World War, the steel industry controlled much of France's press. "The reality is, the world is changing, and people are getting news and information in many different ways," she said. But Thornhill said that journalists today could not afford to ignore the profit equation. "We ignore the economic side of journalism at our peril. Only profitable media are able to free themselves from the influence of owners, politicians or advertisers," he said.

SPEAKERS:



Rena Golden, Senior Vice-President, CNN.com, USA



Christine Ockrent, Journalist and Author, France
Télévision, France



John Thornhill, Editor, European Edition, Financial
Times, UK

MODERATOR:



Liz Padmore, International Advisor and Consultant;
Associate Fellow, Saïd Business School, Oxford, UK

LONG-TERM PROJECT



Sci Tech Girls press conference, from left to right: Laurent Blanchard (Cisco), Valérie Bernis (Suez), Sylvie Dumaine (Thales), Didier Lombard (Orange), Béatrice Dautresme (L'Oréal Corporate Foundation), Monique Canto-Sperber (ENS), Catherine Ferrant (Total), Aude Zieseniss de Thuin (Women's Forum), Philippe Augier (City of Deauville), Sci Tech Girls spokespersons.

Sci Tech Girls Project



It all started because of a troubling observation: young women today are opting out from studies and careers in science and technology. In response, Aude Zieseniss de Thuin, President and Founder of the Women's Forum, together with the L'Oréal Corporate Foundation and Orange, decided to take action. They were joined by France's Ecole Normale Supérieure, Cisco, Suez, Thales, Total and the City of Deauville, who saw the urgency and the need to do something about it.

The project took shape: a day dedicated to helping young girls meet women active in the fields of science and engineering. An international initiative, in which established professionals acting as role models would offer encouragement to girls on the threshold of a career in science and technology. And so "Sci Tech Girls" was born. Some 130 young women answered the call to attend this special day which took place alongside the Women's Forum, on October 12, 2007. The girls are high-school students "majoring" in science, attending preparatory classes at the *grandes écoles* or already in science and engineering universities. Several leading personalities were on hand to meet them: Philippe Augier, Mayor of Deauville; one of the engineering field's most renowned members, Susan Scheer Aoki, Vice-President of Cisco USA and Habiba Bouhamed-Chaabouni, professor of genetics at the University of Tunis—the first woman in Tunisia to take an interest in medical genetics and to gain recognition in that field.



Left to right: Chijing Xia, Claire Oldfield, Manon de Grandsaigne

"In an ideal world, the Women's Forum wouldn't exist," Aude Zieseniss de Thuin told the group. "Today is your day for opening the doors to the world of scientific and technological studies. It is the duty of past generations to leave you their place, encourage you and stimulate you in your career choices". As they listened, the girls were began to understand the major opportunities that would present themselves in the coming years, in addition to the challenges they would face. "You are the future women in science, and the world needs you,"

LONG-TERM PROJECT | SCI TECH GIRLS

enthused Sheer Aoki. For Bouhamed-Chaabouni, women playing a role in the development of science can only be a good thing as their world vision is both less aggressive and more cooperative than that of men. She added that a scientific career was compatible with a fulfilling personal life if one followed four golden principles: organisation, belief, trust and the ability to convince others.

Three of the girls represented their peers at the press conference for the “Deauville Statement,” a message to society encouraging the pursuit of scientific careers by young women. Said Monique Canto Sperber: “Science creates a new world and a new humanity—women should be present as well. It’s up to women to be audacious, to take Marie Curie’s example. She left a huge mark on the history of science.”

“For decades women were kept out and didn’t have role models they could identify with,” she added. “It is high time women conquered science, time we opened our eyes and took action.” The emotion in the room was palpable when the three girls spoke. They had found their calling. Project partners Didier Lombard (Orange), Béatrice Dautresme (L’Oréal Corporate Foundation), signed the Deauville Statement in front of flashing cameras.

Later 11 round tables were organized, featuring some 20 women with exceptional careers in science and technology who came to meet the aspiring scientists.

They included: Reine Note, Principal Scientist in Predictive Toxicology, L’Oréal, France; Barbara Dalibard, Senior Executive





130 Sci-Tech Girls, role models and partners in front of the Salle des Fêtes of Deauville

PROJECT | SCI TECH GIRLS



Béatrice Dautresme (L'Oréal Corporate Foundation)



Left to right: Valérie Bernis (Suez), Barbara Dalibard (France Télécom)

Vice President Orange Business Services, France ; Amandine Aftalion, Mathematician at Laboratoire Jacques-Louis Lions; Catherine Feray, Lab Director at LAB'EAU, Lyonnaise des Eaux, Suez, France; Brigitte Bouquot, Vice-President, Marketing & Sales France, Thales; Albane Arseguel, Floating Support Engineering Manager, Deep Offshore Exploration Production, Total; Prudence Mutowo, PhD student and holder of the "L'Oréal-Unesco International Fellowship", University of Nottingham, Department of Food Science, UK and Laurence Danon, Board Member, Rothschild Corporate Finance, France. One man, Laurent Blanchard, General Manager of Cisco France, moderated the session along with Noni Allwood of Cisco USA. All had agreed to act as much-needed role models and engage with the younger women directly.

The afternoon could be compared to speed-dating: every half hour the role models changed tables to meet with a new group of girls. While the young women were shy at first, their confidence soon grew, and far reaching questions soon came. The older women spoke openly about their career paths and used concrete examples to make their points. They responded to a

number of key questions:

- Can women have a career in the very male-oriented oil industry?
- How can you have children and keep a family together when you travel a great deal?
- What kind of relationships do women have in a field where there are so few women?
- Is there a big difference between men and women in the workplace?
- Why don't women allow themselves to enter the field of mathematics?
- How can we progress professionally? What's the best way to start?
- What can you tell us about gender discrimination, and how can we avoid it?
- How do men perceive women's networks?
- Do you face cultural issues when working in Arab countries?

The young women received clear and coherent answers to their queries and heard about potential opportunities in research, science and technology. They were clearly delighted with the experience and said they now had a better idea of what to expect. "I know what I want to do later on and I can do it," a young participant enthused. Another high-school student added, "Now I know what being a female engineer or researcher means. Before today I wasn't sure. I was afraid that those terms described someone who was cold and wrapped up in her own little world, but that's just not the case." A number of young women had found answers to their questions: "The people I met today convinced me of one thing: this is the job I want to do later on."

The partners concluded the round table discussions: "Don't let anyone decide for you, and believe in what you want to do," said a L'Oréal representative. Those from Cisco and Suez were excited at the thought of recruiting some of these young women into their ranks in a few years. This was the first time



Didier Lombard (Orange)

Thales had spoken publicly on issues of gender. The company's two representatives also spoke of the generation gap that separates the experienced professional from those who have a lack of reference points.

The Total representative spoke of the importance of apprenticeship — teaching and learning from others. For her, apprenticeship, studies and training are an integral part of what she called the "school of freedom". As a whole, the professionals believed that self confidence would be the main spur for young women choosing careers in science and technology.

Irène Joliot Curie's words in 1938 remain an inspiration for today's young generation: "Scientific research is comforting from a moral standpoint — the pleasure of discovery, the joy at having surmounted obstacles and knowing that all new knowledge is a lasting gain for humanity."



Monique Canto-Sperber, Habiba Bouhamed-Chaabouni

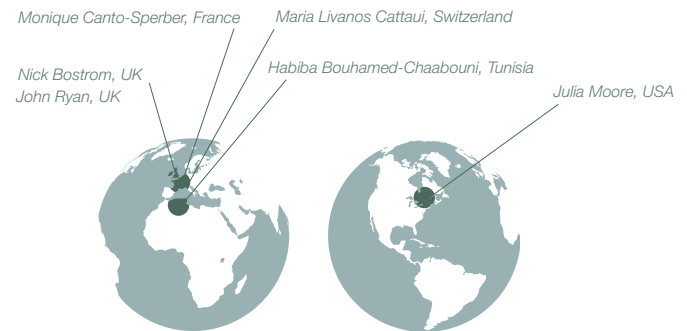
The values that should guide us in managing the fast-expanding frontier of **science and technology**

Giant leaps forward in medicine, genetics and technology have led to charges that scientists are 'playing God' with our lives and placed an ethical question mark over the dangers, as well as the benefits, these huge advances may have for the human race.

Do we have a moral obligation to preserve human nature in its present state, asked Monique Canto-Sperber, Director of the Ecole Normale Supérieure in Paris, and Vice President of France's National Ethics Committee, as she drew attention to the ethical dilemmas raised by the impact of rapid changes in science and technology.



*Nothing can stop
the growth of science*
Habiba Bouhamed-Chaabouni



Human nature used to be considered immutable, and modifying it inconceivable. Now human engineering was a familiar concept.

The ethical dilemmas that arose from research and discovery usually consisted in choosing between the lesser of two evils, she said. Genetically modified crops, for example, could help poor countries, but might also carry untold risks.

SCIENCE AND SOCIETY

The public needed a greater understanding of science or else people would not adhere to the idea of shared responsibility. Canto-Sperber outlined three principles for weighing up the implications of developments in science: respect for individuals, avoidance of the infliction of deliberate harm, and not engineering fundamental changes to human life on earth.

Commenting on criticisms that scientists were “playing God”, Nick Bostrom, Director of the Future of Humanity Institute at the University of Oxford in Britain, noted that past innovations, such as anaesthesia and heart surgery, had initially been criticised as unnatural.

John Ryan, Director of the Interdisciplinary Research Centre for Bionanotechnology, also at Oxford University, noted that much of what was going on in science was inaccessible to the public. He added there was a general need for greater scientific literacy at secondary school level.

DANGERS AND BENEFITS

New developments in what the popular press has dubbed “Frankenstein science” were imminent: “In the last month we have learned about the creation of new genes, a new chromosome,” Ryan remarked, and a new understanding of the molecular structure of memory opened up new possibilities of mental manipulation.

But the key issue was who controls the new information – and who benefits. “What about the millions in the developing world who don’t benefit from new technologies?” he asked. Who had the right to information from predictive genetic tests - the individuals concerned, employers, insurance companies?

Julia Moore, Deputy Director of the Project on Emerging Nanotechnologies at the Woodrow Wilson International Center for Scholars in the USA, saw the most far-reaching advances, such as memory improvement for Alzheimer sufferers and body



Julia Moore

part repairs, being achieved through convergence of technologies. Significant increases in life expectancy to the point where a lifespan of 100 to 120 years could become normal “would change the dynamics of society enormously.”

RESPONSIBILITY AND CONTROL

Better education, not only in scientific subjects, was necessary to promote civic engagement in the face of ethical dilemmas, Moore said. “You don’t have to have a PhD in science to have an informed opinion,” she emphasised.

Habiba Bouhamed-Chaabouni Professor of Medical Genetics at Tunis University in Tunisia, said people were always apprehensive of genetic manipulation “because of fear that we’ll touch something that makes up the human being,” she said. But some forms of treatment, such as the use of computers in retinal implants, would not be controversial because they were clearly beneficial.

She noted that “nothing can stop the growth of science,” but that scientists had a responsibility to ensure that it did not run out of control.

John Ryan



Nick Bostrom





Left to right Monique Canto-Sperber, Habiba Bouhamed-Chaabouni, Nick Bostrom, Maria Livanos Cattai, Julia Moore, John Ryan

THE RIGHT BALANCE

Ryan agreed that shared responsibility was the right way forward, but he felt that the gap between the scientific community and the public was increasing.

Livanos Cattai sounded a note of caution: "Seldom have we ever renounced exploring an avenue of human research and knowledge," she commented. "It would be good if we were reasonable human beings – but we are not."

She also pointed out that this era of rapid change was not unique: the industrial revolution had also profoundly changed the way people lived. Her solution was not to arrest the search for knowledge but surround it with institutions that would ensure it was beneficial for humanity. She closed the session with a warning, however: "the biggest brains have caused the biggest problems." ■

SPEAKERS:



Nick Bostrom, Director, Future of Humanity Institute, University of Oxford, UK



Habiba Bouhamed-Chaabouni, Professor of Medical Genetics, Tunis University, Tunisia



Monique Canto-Sperber, Director, Ecole Normale Supérieure, Paris and Vice President of France's National Ethics Committee, France



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



John Ryan, Director, Interdisciplinary Research Centre for Bionanotechnology, Oxford University, UK

MODERATOR:



Maria Livanos Cattai, Member of the Board of Directors, Petroplus Holdings; Vice-Chairman, International Crisis Group, Switzerland

L'Oréal Corporate Foundation Women in Science

Pardis Sabeti is lead singer in a rock band called Thousand Days and it helps her convince youngsters that being a scientist is cool. To popularise science in America, it has to be seen as hip: "Kids are defined by what's cool," she said. She also thinks scientists should be more media savvy. "Scientists seem to think it's frivolous to do media stuff, but it's critical", she added.

She pointed out that much research in science is funded by government, so the public ought to know what scientists are doing, but "millions of people don't know what DNA is. That's ridiculous", she commented.

Sabeti was born in Iran but grew up in the US, becoming only the third woman at Harvard Medical School to graduate summa cum laude, before studying genetics at Oxford in the UK. Next January she will start as Assistant Professor at Harvard Univer-

sity, and her focus will be on malaria, TB and the evolution of pathogens.

She was particularly keen to help raise awareness of science among young girls, an ambition shared by the two other winners of the L'Oréal For Women in Science Programme who also spoke at the event: Habiba Bouhamed-Chaabouni, Laureate 2006 for Africa, and Prudence Mutowo, International fellow 2006 for Africa.

Bouhamed-Chaabouni is professor of medical genetics at the University of Tunis and Chief of the Department of Congenital and Hereditary Diseases, as well as director of the Human Genetics Research Laboratory at the Faculty of Medicine in Tunis. She was introduced as "one of the most influential women in Tunisia."

Research, she stressed, was fundamental to the life sciences. It led to knowledge, opened up the possibilities of treatment and prevention of diseases. Bringing together people in different fields could raise the level of knowledge.

Mutowo said that apart from facilitating her scientific work, her L'Oréal award had enabled her to enter and engage with a community of women in science. In Africa, she pointed out, it was uncommon to find women at senior levels in science, so Bouhamed-Chaabouni was a rare role model with whom she could identify. She also felt inspired by Sabeti: "I'd like to be like her. She'll be my compass," she said.

Mutowo recalled that when she decided to take up science it was an act of defiance "because I was told I couldn't do it," she recalled. Girls were discouraged from an early age, which was one of the reasons for the shortage of women scientists. There

It's important to add to the pressure for more women in science, to add to their visibility. It's not enough to just lie on the beach and enjoy yourself

Prudence Mutowo



L'Oréal Corporate Foundation corner

was a need to combat stereotypes, she added. As a child she would open a book and see a picture of a doctor, who was a man, and a nurse a woman.

“It’s important to add to the pressure for more women in science, to add to their visibility,” she said. “It’s not enough to just to lie on the beach and enjoy yourself.”

Jennifer Campbell of L’Oréal explained that one of the aims of the company’s Women in Science programme was to nurture female role models. More than 100 international fellows and 250 national fellows had been named since the programme started. Several thousand other people had been involved as nominators and juries. Together they formed a growing community, linked via the website www.womeninscience.com.

SPEAKERS:



Habiba Bouhamed-Chaabouni, Professor of Medical Genetics, Tunis University, Tunisia



Prudence Mutowo, PhD Student, University of Nottingham (UK), Zimbabwe



Pardis Sabeti, Post-Doctoral Fellow becoming Assistant Professor, Broad Institute, MIT and Harvard, USA



Emma Walmsley

Vice-President, Consumer Product Division, L’Oréal China

Trust can certainly be a matter of instinct but usually it is hard earned over time and with experience. It is an exceptionally precious business, brand and human asset and is always fragile because it can be irrecoverably broken in a second. We must always work to protect it.



Dora Akunyili

Trusting what we consume:

Are we truly managing
the interface of technology,
health and safety?

Fake drugs and consumer goods represent not just a financial threat to business, but seriously endanger health. International cooperation is urgently needed to combat these rich, powerful criminals. A new European law on the safety of chemical products is a step in the right direction but lacks stringency.



«
«
Drug counterfeiting is carried out by transnational criminal networks and it will not be eradicated without international cooperation. Why don't we have an international convention on this issue?"

Dora Akunyili

While many of us perhaps see the problem of counterfeiting as no more serious than buying a few fake designer handbags while on holiday, in Nigeria counterfeit goods are responsible for the deaths of hundreds, possibly thousands, of people every year. This was the stark message from the Director General of Nigeria's national Agency for Food and Drug Administration, Dora Akunyili. An epidemic of counterfeit pharmaceuticals is sweeping Nigeria. These very sophisticated fake drugs, generally produced in China or India, are sold in packaging often barely distinguishable from genuine pharmaceuticals. But they almost never contain the pharmaceutical substances that they declare. In concrete terms, this means that an antibiotic that claims to

contain 200 milligrams of a given substance might only contain 20 milligrams, leading to bacteria they are supposed to suppress becoming ever stronger and more resistant to treatment. "The most frightening thing is resistant strains," argued Akunyili.

FIGHTING COUNTERFEIT CRIMINALS

The Food and Drug Administration director argued that the only way to tackle the problem of counterfeit pharmaceuticals was to draft an international agreement that would ensure the companies and criminal networks making illicit products could be pursued and prosecuted. She argued that the World Health Organisation which had already backed international public health campaigns on AIDS or diarrhoea, for example, could champion such a cause.

Akunyili added that this was not solely a problem for the developing world. Both the USA and the UK had recently seen criminals arrested for producing fake prescription pharmaceuticals. "Drug counterfeiting is carried out by transnational criminal networks and it will not be eradicated without international cooperation. We need more resources," she said, "these counterfeiters are incredibly rich and we need the means to fight them."

DANGEROUS CHEMICALS

Daniela Rosche, policy coordinator with Women in Europe for a Common Future agreed that though the problem of counterfeit pharmaceuticals did not affect Western Europe to the same degree as Nigeria, there was nevertheless a crisis in consumer confidence about many everyday products. Suggestions that plastic softening agents called phthalates, used in the making of children's teething toys, could cause defects in the development of children's sexual organs, had sparked a serious health scare in recent years. People had similar concerns about the effects of so-called persistent organic compounds, or POPs, which are a fundamental component of many industrial fertilizers. "This problem is a hidden time bomb," she warned.

The European Union's new regulation on the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) represented a potentially important step forward in this area. REACH for the first time reversed the burden of proof when it came to approving the safety chemical products. Before the new law entered into force in June 2007, the onus was on national authorities to prove that given chemical substances were dangerous. Today, the companies that produce or use these products must show that they are safe.

Daniela Rosche, Dora Akunyili

Daniela Rosche



Pierre Briançon



COOPERATION

However, Rosche argued that the new legislation was not nearly as stringent as it could be. "The law has been watered down so much that we wonder if it will have any effect at all," she complained, referring to the fact that the final version of the REACH legislation was significantly altered in the wake of sustained lobbying of the EU institutions by the chemicals industry. Rosche nevertheless pointed out that companies had a vital interest in ensuring that the products they sold were safe. The recent furore surrounding a toy company's decision to recall millions of its products amid fears over the use of paints containing lead in some of its Chinese factories, showed just how important it was that firms were aware of consumer fears about product safety, she said.

"Governments can frame laws but companies have to set the standards. It is quite simply an ethical and moral issue," she said.

Akunyili agreed that strong cooperation between governments and business was a key requirement for framing more credible rules for dealing with dangerous or sub-standard consumer products. "We need a strong coalition. Industry can join us in calling for an international convention on counterfeit medicines," she said.

SPEAKERS:

-  **Dora Akunyili**, General Director, National Agency for Food and Drug Administration and Control, Nigeria
-  **Daniela Rosche**, Policy Coordinator, Women in Europe for a Common Future, The Netherlands

MODERATOR:

-  **Pierre Briançon**, Paris correspondent, Breaking Views.com, France



Dora Akunyili



Stage of the plenary room

Transparency, trust and truth

In many ways transparency is a fairly new concept and one that has different meanings in different cultures. Now it has become vital to build trust, not just in business but also in politics. With transparency comes accountability, a factor that business leaders, politicians and the media cannot afford to ignore.

Women bring truth and transparency to the leadership positions they hold because of their innate ability to admit their mistakes, a debate on the role of trust in the workplace heard. Deanna Oppenheimer, the head of Barclays Bank UK, told participants: “Women have the ability



*You might trust someone with
your money but not your kids,
or trust them with your kids
but not your money*

Carlos Ghosn

to say ‘I was wrong, and here’s what we are going to do about it’. And this ability to acknowledge error is important because it brings credibility to an organisation.”

Oppenheimer said that before becoming CEO of Barclays, she had worked for a bank in the US that was built on the premise of ‘say what you will do and do what you say’. But she added that that the world of finance was so competitive that banks could not release all their secrets. Research had also shown that customers simply wanted to be sure that they were being offered honest products and that the information about them was reliable, without requiring every scrap of detail.

BE HONEST IN BUSINESS

Samuel DiPiazza Jr., Global CEO of PricewaterhouseCoopers International, added that business was based on trust, which entailed disclosure of information to investors and the general public about a wide range of aspects of an operation, including the financial situation, product quality and suppliers. All stakeholders based their trust on the information they were given, so business must provide an honest presentation of itself, he said. In addition, he stressed, information today travelled at an incredible speed and reputations could be destroyed in seconds. That was why transparency was a top priority for chief executive officers around the world.

When serious breaches of trust occurred in the business world, especially when they were caused by lack of transparency, governments often passed new laws and regulations, he said. The measures did not always provide a perfect antidote to the crisis at hand, he admitted, but business probably deserved what it got.

BETTER THAN WE WERE

DiPiazza's judgement was that transparency had increased significantly since the 1990s, when the concept was scarcely recognised. Noting that transparency had to be matched by accountability, he observed: "We're better today than we were 10 years ago."

Relationships between NGO activists and business were less adversarial than they used to be. "I don't think we can solve the different problems of society without working together," he considered.

He also emphasised that while it was the responsibility of everyone in business to be open about the facts, the media had to act responsibly in its handling of information. "If the media behaves responsibly, it's ok. If not, we have a mess," he said. He considered, for example, that the media generally had performed badly in its coverage of the recent problems in the international credit markets.

Chinese journalist Hu Shuli pointed out that transparency was a sensitive issue in China. She said her journal was one of the country's most respected business publications whose mission was to offer an «independent standpoint, exclusive coverage and unique perspective.» Ever since it



Rama Yade

had broken the silence on an insider trading scandal in its first cover story, it had worked hard to uphold the public's right to know. As a result, errant business people now had to think about getting caught out by the media as well as by government and police. She said that the silence that had initially shrouded the scandal would not be possible today, also because the stock market insisted on transparency. DiPiazza described the development of a robust media in China as one of the most important developments in the history of the country.

In Lebanon, said journalist May Chidiac, TV channel licences were allocated on political and religious grounds. Channels were opinionated and seemed to be feeding audiences with what they expected to hear. But this phenomenon occurred in the US too, she said, citing Fox News as an example.

WHAT DOES TRANSPARENCY MEAN?

Carlos Ghosn, President and CEO of Renault, France, and of Nissan, Japan, feared that the sensationalism in some parts of the media, coupled with pressure for openness and trans-



Left to right: Rama Yade, Christine Ockrent, Carlos Ghosn, May Chidiac, Samuel DiPiazza, Hu Shuli

parency, might deter talented people from promoting original ideas and going against the tide. Because the media needed viewers, listeners and readers, it tended to highlight the dramatic and focus on the short-term. “You have to be cautious how you use it,” he counseled.

Ghosn added that any discussion on transparency needed a clear understanding of the exact meaning of the word in different cultures. He recalled that when he went to work with Nissan in Japan in 1999, within the company the term transparency was generally linked to vulnerability. “It took a lot of time to establish transparency as an important part of management”, he said.

He noted that it was confusing to use the words transparency, trust and truth in the singular, because there were many different ways of seeing things. “You might trust someone with your money but not your kids, or trust them with your kids but not your money”, he quipped.

In response to Oppenheimer’s point about admitting mistakes, Rama Yade, France’s State Secretary in Charge of Foreign Affairs and Human Rights, said that as a young politician she would be able to do so, but that it wasn’t easy. It was simpler to recognise errors in Britain and the U.S. than in France, she argued, because the French regarded political power with particular respect.

FRANCE NEEDS TO FACE THE TRUTH

In addition, France was an old country that thought it had a specific role to play in the world. She doubted that public opinion in France was ready to face the truths the new govern-

ment was telling it: that it was time to deal with long-standing problems, that the French needed a new vision of themselves and that reforms were necessary.

President Nicolas Sarkozy had opened his government to new, young people because he wanted a fresh team representing all sides of society. The public needed to understand that “if it’s a government of diversity this is because we need all available talent to change course. It’s a turning point for French society,” she stated.

A young politician such as herself was challenged “because you have to take account of what has been done before ... the rules are still the same, the system was created years ago.” She said she had to be very careful in government and yet people wanted her to ‘be herself’. “I have the feeling I’m always taking risks, and it’s a bit uncomfortable,” she admitted.

SPEAKERS:



May Chidiac, Journalist, Lebanon



Samuel DiPiazza Jr., Global CEO, PricewaterhouseCoopers International, USA



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



Deanna Oppenheimer, Chief Executive, UK Retail Banking, Barclays, UK



Hu Shuli, Managing Editor, Caijing magazine, China



Rama Yade, State Secretary in Charge of Foreign Affairs and Human Rights, France

MODERATOR:



Christine Ockrent, Journalist and Author, France Télévision, France

OPENING DINNER hosted by **BARCLAYS**



Opening dinner in the plenary room

Every issue is a woman's issue



Yan Lan

I know that we'll never address effectively the issue of equality between men and women unless women have a better and meaningful access to education

KEYNOTE:



H.E. Phumzile-Gloria Mlambo-Ngcuka, Deputy President of the Republic of South Africa



H.E. Phumzile-Gloria Mlambo-Ngcuka, Christine Ockrent

We just don't have enough men to do all the work for us. Developing the role of women is not a luxury, it is a must-do



Can you imagine if one day all the women of the world just went to sleep at the same time? Can you picture what the world would be like?

In any nation, if you want to look at how developed the nation be, I would say that the quality of life of children, women, old people and disabled people is probably much stronger as a key and reliable indicator than GDP (Gross Domestic Product)



Laurence Peyraut Bertier, Barclays

Aude Zieseniss de Thuin, H.E.
Phumzile-Gloria Mlambo-Ngcuka



DISCOVERY CORNER



Nelly Rodi corner

New consumers' behaviour: In design they trust!

A corner imagined by Nelly Rodi Agency. Design is not simply about making beautiful objects, it affects the way we think, feel and live. It can be thought-provoking and enhance the way we use resources - a language that can help make sense of what we consume and even instil some "soul" into inanimate objects.

The mysteries behind the design of everyday objects that millions of consumers around the world take for granted were unravelled by internationally-renowned designer Nelly Rodi in a session in the Discovery Hall. Rodi, who set up her Paris design consultancy 27 years ago, explained how the concept of design could be broken down into

three distinct areas that reflected people's attitudes to the world around them: low design, emotional design and intelligent design.

Rodi outlined what she saw as the factors of 21st century life which shaped a consumer's overall approach to design. These included widespread depression over levels of violence, reservations about the utility of many of the products and services we buy, a constant searching for identity and new forms of self expression, and an underlying sense of fear and anxiety that permeated western society, which she dubbed 'phobocracy'. "As a result, consumers are constantly looking for a kind of rebirth; they are on a quest for trust in the products they use," she said. "There is a conflict in people's minds between reason, technique and aesthetics, and they are constantly trying to pull it all together."



Consumers are constantly looking for a kind of rebirth, or they are on a quest for trust in the products they use

Nelly Rodi



Lenovo corner



Winner of multiple design awards, Lenovo, one of the top global PC manufacturers, is the designer of the 2008 Olympic Torch (left), as well as a Top Sponsor of the Beijing Olympics Games and the torch Relay

TRANS-CULTURAL AND TRANS-GENERATIONAL

Speaking to a group of executives from the Lenovo hi-tech company, Rodi explained how her principles of design could be divided into three parts. The first, low design, involved the kind of creativity that reflected reassurance in objects, where the key elements were function and essence, and the object was reduced to something that was neutral, and free of artifice as in Puritan furniture. “Low design means getting right down to the DNA of the object, creating something trans-cultural and trans-generational,” she explained. “The resulting object is simple, functional, almost Amish, although it can also be sensual and organic, because even in low design the senses of touch and smell are important.”

With emotional design, humour and fantasy creep into the creative process to counterbalance the functional and technological elements, Rodi said. She added: “These designs can be surrealist, surprising, perturbing or even disorienting, but they never leave you indifferent. This kind of design is popular in emerging countries like China and India.



Nelly Rodi



Nelly Rodi

“It can also be dreamlike, luscious, aristocratic and provocative, mixing cultures and epochs. It can be exaggerated, hybrid in its aesthetic, using illusion or *trompe l'œil*, to lead the consumer into a new dream-world.

“This vision of design can then be pushed further, rendering it



Creative Business Ideas : a Euro RSCG approach to creativity

subversive, dissident, transgressive, bizarre, bewitching and sometimes even fetishist.”

The last category, intelligent design, was concerned with ecological problems - offering alternative solutions to recycling and resource management. It was design for the eco-conscious, responsible, ethical, social and global in its outlook, Rodi said.



Calypso corner

DIVERSITY AND DIFFERENCE

She added: “But just because something is ecological, it doesn’t mean it has to look cheap or be aimed at a lower market. Being eco-friendly is not a form of punishment and recycling can be humorous. “Intelligent design simply means that diversity and difference are favoured, making objects transmissive and sensitive.”

Rodi said design was not a ‘one-track’ business but consisted of many different visions, a profusion of approaches that reflected the rich diversity of modernity. “The new aesthetic language re-invents the good and the beautiful, and as design has many ambitions, so it also produces ‘better being’ and ‘better living’,” she explained.

With its view of the world of objects, design is now promoted as a conveyor of progress, technological and societal evolution, and above all of quality of life. Design, she explained, should accompany and reveal our quest for sense, establishing a justification of the respectable and the fair. It was the responsibility of design to ensure that our everyday consumption made sense and remained lucid, she added.

DESIGN BUILDS TRUST

Lenovo Vice-President Yolanda Conyers said design in her company had become a key element in the drive for competitiveness. She told participants: "Design builds trust, and without trust we can't be successful." Rodi added: "Design is the glorious mission of offering a soul to inanimate objects and reanimating the world."

"Design imagines all kinds of unusual scenarios to promote intelligent, sensitive consumption. It appears as a promise, an engagement, perhaps even as a utopia. The user is placed at the centre of the creative process, providing an answer to the vital need for renewal."



Nelly Rodi



"To me and to my friends at Lenovo, design offers a very particular breath of fresh air to the world surrounding us. This laboratory of future dreams about new worlds reconciles us with tomorrow by restoring our confidence in it. Design is like a gentle, peaceful revolution in a world full of brutes. It soothes our lives, its vitality making the world a better place."

SPEAKERS:

-  **Yolanda Conyers**, Vice President and Chief Diversity Officer of Global Integration and Diversity, Lenovo, USA
-  **Catherine Ladousse**, EMEA Communication Executive, Lenovo, France
-  **Anke Mosbacher**, EMEA Marketing Executive, Lenovo, Switzerland
-  **Nelly Rodi**, President, Nelly Rodi SA, France

Part 2 | Trust and Sustainability



Alternative energies: Getting the full picture

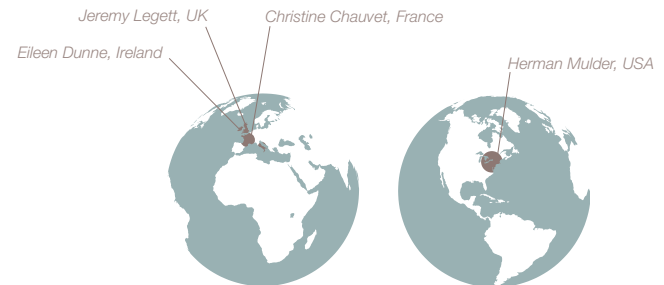
No one needs reminding that when it comes to tackling climate change the one thing we don't have a great deal of is time. Governments need to encourage energy efficiency with 'cap and trade' schemes. And there is now genuine commitment to the cause from business leadership.

The day after former US Vice-President Al Gore was awarded the Nobel Peace Prize for his campaigning work to raise awareness about global warming, participants were repeatedly reminded that the time for action is now. "We have perhaps ten years left to turn this thing around," argued Jeremy Leggett, a former campaigner with environmental lobby Greenpeace, who now heads the renewable energy company Solarcentury.



*We have perhaps ten years left
to turn this thing around*

Jeremy Leggett



CRUCIAL TURNING POINT

Herman Mulder, a climate change expert and former international banker recently described as "one of the most influential people in global finance," agreed. "We have to look at whether we can accelerate the future because we need action right now."

Mulder said a crucial turning point would come in December this year, when world leaders meet in Bali, Indonesia to decide how to move forward from the 1997 Kyoto climate change agreement, which for the first time set binding targets for reductions of global greenhouse gas emissions.

Whatever deal is finally thrashed out in Bali, Mulder argued that businesses would have to be involved. He added that there now seemed an almost universal agreement that companies must be key players in the fight against climate change. When world leaders first sat down to discuss the problem of global warming at the 1992 'Earth Summit' in Rio de Janeiro, attitudes were very different, he remembered.

BUSINESS INITIATIVES

"In 1992 in Rio, business was seen as a problem. Now it's seen as an essential part of the solution," he said. The panelists agreed that many firms were now taking the issue of climate change seriously.

"I used to work for Greenpeace, so I know 'greenwash' when I see it," said Leggett using a term now commonly employed to mean whitewashing environmental issues.

"There is genuine business leadership out there today," he added, citing US supermarket giant Wal-Mart as an example of a firm that was making serious efforts to deal with its carbon emissions. Store managers were awarded bonuses if they could show they had reduced CO2 emissions in the premises they were responsible for, he said.

In the UK, one of the major supermarket chains now includes information on the carbon footprints of many of the products it sells. For example, fruit imported by aeroplane would have a higher rating than locally produced equivalents.

Christine Chauvet



MAKING CARBON AN UNAFFORDABLE LUXURY

On the specific issue of alternative and renewable energies, Leggett reminded participants that the greenest energy of all is the energy you don't use in the first place.

"Energy efficiency is the most important thing of all," he said. Leggett argued that if we only used the energy we really needed in the world, instead of wasting resources on a massive scale, it would actually be relatively easy to move to a "low carbon or even no carbon world." He added: "By combining energy efficiency and renewables, this is entirely possible," he said.

Mulder argued the only way to wean the human race off of its addiction to fossil fuels is to make carbon much more expensive. High oil prices are going some of the way to doing this, but more was needed, he said.

Governments need to put in place rigorous 'cap and trade' schemes, like the European Union's Emissions Trading Scheme, that restrict the amount of CO2 firms can emit and turn carbon dioxide into a scarce, tradable commodity.

At present a tonne of CO2 traded under the European scheme costs a little over €20. If the system is to achieve its objective of encouraging consumers to switch to renewables, that price will need to rise hugely, to between €40 and €200 a tonne, he suggested.



Eileen Dunne

NUCLEAR ENERGY

Legett said that all the necessary technologies needed to help people make the switch to renewables on a major scale now existed. All that was missing now was the political will to make the changes happen.

For her part Christine Chauvet, President of the Supervisory Board of the Compagnie Nationale du Rhône, which runs a

number of hydro electric power stations in France, reminded participants that there was another form of low carbon energy that they should be considering: nuclear power.

“For a long time in France, nuclear power was considered a renewable,” she said, adding that even today 80% of France’s electricity is produced in nuclear power stations.

Her co-panelists were more sceptical however. They argued that nuclear power was potentially extremely dangerous and that the full costs of providing electricity with atomic power stations had never been clearly calculated.

SPEAKERS:

-  **Christine Chauvet**, President, Supervisory Board, Compagnie Nationale du Rhône, France
-  **Jeremy Legett**, Chief Executive Officer, Solarcentury, UK
-  **Herman Mulder**, Independent analyst, USA

MODERATOR:

-  **Eileen Dunne**, Newsreader, Nine O’Clock news bulletin, RTE television, Ireland



*In 1992 in Rio, business
was seen as a problem.
Now it’s seen as an essential
part of the solution*
Herman Mulder

DISCOVERY CORNER



Living Tomorrow: the Vilvoorde model home

A glimpse at Living Tomorrow

A project co-initiated by SUEZ

“Living Tomorrow” is a house museum with a twist: it provides a glimpse into future instead of a walk down memory lane, which is what a more traditional house museum usually offers. The Living Tomorrow project, presented at the Women’s Forum by Suez, is a platform that showcases cutting-edge innovations that are likely to become available in the not-so-distant future.



The “Living Tomorrow” project aims to combine the convenience afforded by technological innovation with the benefits of energy efficiency systems. So far, three model homes have been built. The most recent, in Vilvoorde near Brussels, opened to the public in March 2007. Presented in the Discovery area at the Women’s Forum was a sample of some of the amenities in the Vilvoorde model home. Some of the appliances on display were the stuff of science fiction. For example there was a toothbrush that not only cleans teeth, but also measures body temperature and blood pressure at the same time. It then sends the information wirelessly and simultaneously to a display screen in the bathroom and to the doctor. The doctor can use these vital signs to check the person’s health and adjust medication accordingly, which is also displayed on the screen. Demonstrators explained that with the ageing of the population, such systems could integrate health management into daily routines.

There was also a simple system to heat up the shower that can save up to 40% of the energy used for an average shower. The system re-circulates the waste water from the shower and uses it to warm up the fresh water. While a water heater is still needed, there is nevertheless considerable energy saving since this solution can increase the water temperature by about 10 degrees centigrade.

Working with another company, Suez has also developed an energy efficient water-based heating and cooling system for the home. It consists of a series of pipes that runs water through the ground, cooling the house in the summer and warming it in the winter in what is a two-way, reversible heat exchange system. A hotel in Northern Italy is currently using the installation and reported a gas bill of just 5000 euros for the entire year.



The living room



The system was developed by Suez as part of its partnership with Living Tomorrow. Cooperating with a number of leading international companies, Living Tomorrow has set up some twenty working groups, the so-called special projects, to work on innovation in specific disciplines such as construction, ICT, interior design, the environment, consumer goods, office automation etc. There are about ten companies in each working group.



The kitchen



Suez corner



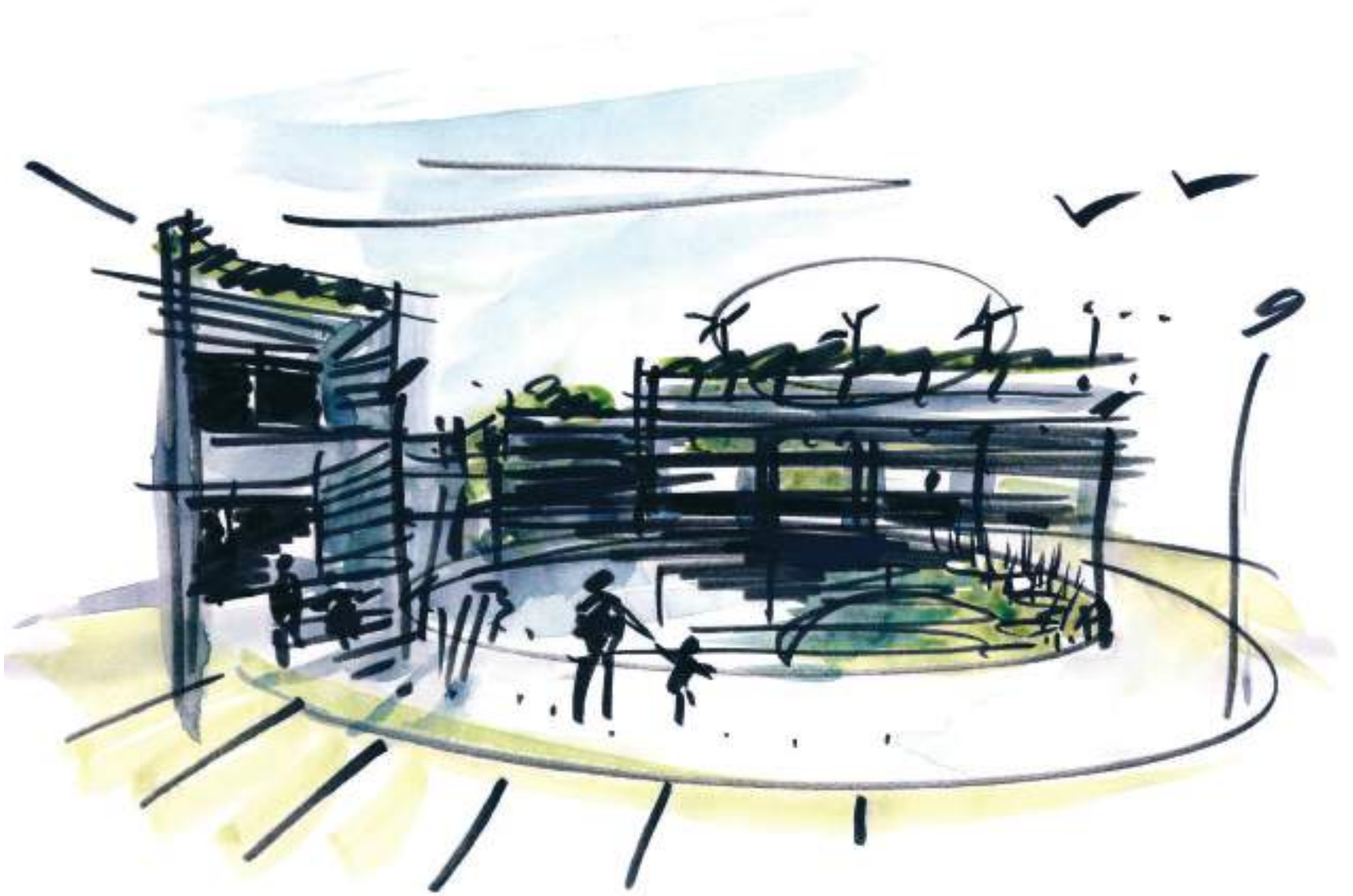
Suez corner



Elisabeth Richard, Suez

Microsoft, for example, has participated in the development of an integrated computer system that helps with the organisation of daily life in home. On view at the Women's Forum was a sensitive touch screen on the door of the refrigerator with a host of drop-down menus and an electronic notepad. While the system can detect when ordinary staples are running out in the refrigerator and automatically establish and display a shopping list, the user can add to the list by writing on the notepad. The system can send the list to supermarket as well as monitor the freshness of the food in the refrigerator.

In addition, the system can even teach users how to cook. This particular application, developed in conjunction with the Belgian Delhaize group, provides menus for the week. At a touch on the screen, the system will demonstrate how to put the meals together via a cooking show on TV.



Sustainable cities:

Where the environment meets the individual

The 'Los Angeles model' of urban excess is not longer sustainable in our booming cities. Instead, we can use technology wisely and come up with new models to create more eco-friendly urban environments.

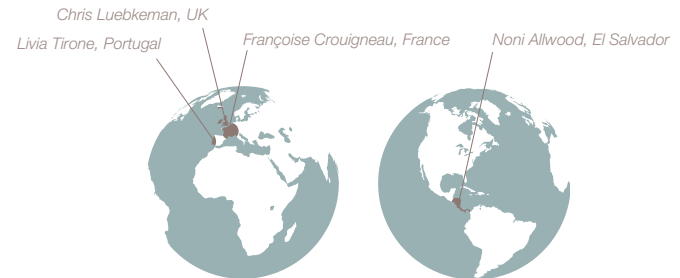
“We have to get back to urban ecologies that are based on frugality, not excess,” declared Chris Luebkehan of the design and business consulting firm, Ove Arup, as he outlined the pressing need for sustainable cities worldwide.

Sometimes, he said, you could gain insights from the past that are relevant to the future. He used an advertisement for a Studebaker motorcar from 1905 to illustrate his point. The commercial highlighted the car's dual engine: one electrical, for efficient and non-polluting use in the cities, and the second petrol-powered for long-distance driving.



There is no such thing as an expert on sustainability, only teams of experts

Livia Tirone, Architect



The challenges facing us are enormous, Luebkehan said, citing China as a prime example of urbanisation proceeding at breakneck speed. Some 600 million people are expected to move to urban areas in the years ahead – equivalent to the entire population of North America combined with a chunk of Europe's. The challenges this poses are immense, he said, and although China actually has good environmental laws, they are not always well enforced at local level.

A MODEL “ECO-CITY”

His company is currently developing an “eco-city” on an island near Shanghai, as a model of how he believes new cities could and should work. He said society cannot afford to replicate what he called “the Los Angeles model.” Abandoning old formal models of urban planning, the new city, called Dongtan, is designed taking into account factors that include its ecological footprint.

Energy use and waste management systems will help cut the projected ecological impact of Dongtan by more than half, when compared to the average per-capita impact in a standard European city. The company's best 'brain trust' had been put to work on the project, but in spite of that, the per-person impact was still some 20% higher than it should be for the city to be genuinely sustainable, Luebkeleman acknowledged.

An architect and author of a book on sustainable construction, Livia Tirone, praised European cities as having desirable population density levels. They were sufficiently compact to allow for what she called 'multi-functionality.' For example, infrastructure projects were efficient, and citizens could go to many places on foot. This had a corollary benefit of avoiding the "aggressive feelings" associated with some other modes of transport. She highlighted that sustainability didn't mean that people had to be stripped of their right to feel excited by, and comfortable in, the places in which they lived.



Chris Luebkeleman

Noni Allwood



However, she called on policy makers to be much clearer with their messages about change, using energy-saving directives as an example. "We have to reduce the demand for energy," she said, pointing out that 40% of the world's energy use is devoted to the construction and maintenance of buildings. "The wrong messages are coming from the politicians, with low VAT on water and gas, and high VAT on things like insulation and solar power."

TECHNOLOGY AS AN ALLY

Moderator Françoise Crouigneau asked Noni Allwood, a senior director with Cisco Systems, for insights into how technology could assist in developing sustainability in urban environments. Allwood, who also works with a team set up by the Clinton Global Initiative to look for innovative solutions to global warming, said that technology is frequently seen as guilty of creating environmental problems. The cheap cost of printers, for example, creates "incredible waste," she said and deplored the piles of



computers we accumulate that need to be recycled or dumped. But “IT can do far better than that,” she affirmed. Cities like San Francisco, Amsterdam and Seoul had all used technology to help improve the quality of life and the environment. She outlined the experience of San Francisco, which had sought to develop a public transport system that would encourage people not to use private cars. Information systems on buses can assist commuters – enabling them, for example, to see on screen if there is congestion ahead. These systems can also recommend intelligent courses of action: is it quicker for the commuter to get off the bus and walk, or perhaps take a train? Technology, she pointed out, also provides flexibility in how people work, enabling them to work from home, so they need to travel less.

SHARE BEST PRACTICES

In response to questions from the audience, the panel discussed the sustainability of cities in the US, and the future of

the car in urban areas. Another subject raised was the need to share best practices widely. Allwood and Luebkehan pointed to the use of the Internet as a tool for this. Tirone was keen to mention that in her experience, Mediterranean cultures could learn from Northern European models of team work. “There is no such thing as an expert on sustainability,” she said, “only teams of experts.”

SPEAKERS:



Noni Allwood, Senior Director, Cisco Systems, El Salvador



Chris Luebkehan, Director for Global Foresight and Innovation, Ove Arup, UK



Livia Tirone, Architect, part of stakeholder panel for Larfage, Portugal

MODERATOR:



Françoise Crouigneau, Editor of International coverage, Les Echos, France



Green card to corporate legitimacy

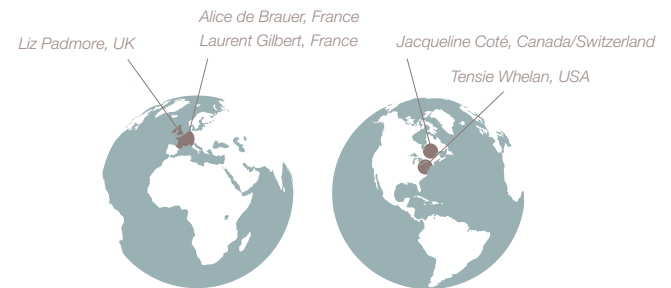
Sustainability requires a sometimes painful attitude shift with regard to industrial practices. But the 'greening' of modern manufacturing, induced by factors such as legislation, concern for brand reputation, and a new awareness in the boardroom, can have positive repercussions on employee satisfaction and company spirit.

Pressure from government, civil society and consumer is such that "businesses now have to follow a second agenda alongside their bottom line," according to Jacqueline Coté, from the World Business Council for Sustainable Development, who added that "they have to pursue a public policy agenda, like it or not."



*Businesses now have
to follow a second agenda
alongside their bottom line*

Jacqueline Coté



GREEN CHEMISTRY

Her point was confirmed by Laurent Gilbert from L'Oréal, who said his company was integrating sustainable development throughout the product cycle, from research right through to packaging. "Products mean ingredients. We evaluate the global impact of ingredients on fair trade, biodiversity, health, and environmental sustainability," he said.

L'Oréal practices what Gilbert called "green chemistry." This means using renewable materials, ecological transformation principles and biodegradable active ingredients. Gilbert said the amount of plastic contained in the company's shampoo bottles was 30% less than a couple of years ago, and was recycled. The company was now working to develop biodegradable bottles.

Alice de Brauer from Renault outlined some of her company's endeavours in favour of sustainable development. The current Clio compact car consumed 30% less fuel and produced 75% fewer emissions than the model of two years ago. In addition, solvent emission during production of cars had been reduced by 50%.

CULTURE ATTACK

Like L'Oréal, Renault now applied sustainability criteria to every stage of manufacturing, in order to produce cars that are as recyclable as possible at the end of their product lives. The recently-launched upmarket 2007 Laguna is 95% recyclable. Alice de Brauer said that one of the biggest challenges was keeping these cars affordable, citing studies showing only 5% of consumers would pay more for an ecological car.



Jacqueline Coté



Alice de Brauer

She was frank about what had pushed the company in that direction. "It was regulation," she said, adding that such an attitude shift was particularly challenging for the automobile industry in that it "constitutes an attack on our very culture."

"Traditionally, our business has been about making cars that go 'vrooom,' that go fast, that look manly," she said. She admitted resistance on the part of Renault to new restrictions in the first few years, observing that acceptance had come only gradually by "mobilising men and women around scientific data." Renault was now ranked No. 2 in the world in sustainable development among auto manufacturers.

SUSTAINABILITY OF ALTERNATIVES

Tensie Whelan of the Rainforest Alliance called the shift towards sustainability a "design revolution." "We are redesigning how we produce and consume things, taking a new look at water use, energy use, environmental conservation and working



Tensie Whelan

conditions,” she said. Stressing that this was not an easy matter, she took the example of biofuels. “You can say that oil is bad, which it is, and we’re running out of it, but we have to look at the impact and sustainability of alternatives.”

Growing corn for biofuel required one unit of energy for a yield of only 1.2 units of fuel energy. Unintended consequences also resulted from using sugar cane, which polluted when burned, and from palm oil, the increased use of which has resulted in massive deforestation in Indonesia.

This is where the Rainforest Alliance stepped in, working with companies to examine supply chains, and striving to make them sustainable. Whelan told of her work with Gibson, the guitar manufacturer, which uses mahogany, a threatened species in much of the world. The Rainforest Alliance had hooked Gibson up with producers in Guatemala practicing sustainable forestry who now sold directly to the guitar company. Eliminating the middleman also meant communities earn more from their labour.

BRAND REPUTATION

These kinds of practices don’t merely make companies look good. Whelan said such commitment produced a measurable increase in satisfaction and loyalty among a company’s employees. Gilbert said this factor was one of the main driving forces behind L’Oréal’s sustainability policy, more so than shareholder or consumer activism.

Whelan said an important shift had taken place in the past decade, as older generation CEOs and employees retired and were replaced by people who had grown up environment-conscious. But she tempered the idealism by saying an important reason behind sustainable practices was the protection of brand reputation.

“Brands now represent 70% of a company’s value, vastly more than its assets,” she said. Scandals like the Nike sweatshop affair had scared other brands into ethical behavior. “If a brand is attacked it has a major negative impact on the bottom line,” she said. “But I’m not saying they don’t also want to do the right thing.”

SPEAKERS:



Alice de Brauer, Vice President, Strategic Environmental Planning, Renault, France



Jacqueline Côté, Senior Adviser, Advocacy and Partnerships, World Business Council for Sustainable Development, Canada/Switzerland



Laurent Gilbert, Director of Research, L’Oréal, France



Tensie Whelan, Executive Director, Rainforest Alliance, USA

MODERATOR:



Liz Padmore, International Advisor and Consultant; Associate Fellow, Saïd Business School, Oxford, UK

Writer's corner



Titouan Lamazou

For its 2007 Edition, the Writer's Corner offered the opportunity to meet exceptional authors in a warm atmosphere of literary café. Focusing on Indian and Chinese literature, the writers were invited based on a selection by Irène Frain and with the participation of "Le Thé des Ecrivains".



Irène Frain



New in 2007: the Women's Forum Bookshop

Portrait: **Abha Dawesar**, novelist, India

Award-winning Indian author Abha Dawesar has received widespread acclaim for her three novels and her work has been translated into six languages. She has been named one of India's 12 remarkable women. "In my novel *Babyji* all the main characters are women," she said. "The theme of trust comes up in the book, but themes can change and disappear."

When she is not writing she helps raise funds to combat the spread of HIV / AIDS and polio in India. Commenting on the question of a social contract between the haves and the have-nots in society, Dawesar explained: "My most recent book has the working title of *Family Values*. It looks at contemporary India



and the extremely big social injustices of poverty and illiteracy there, as well as the fact that the people with the fewest resources often have the least access to justice."

She valued the opportunity of attending the Women's Forum: "It's interesting to meet women leaders from the fields of science, business and the economy. We often face similar challenges. And if you inform yourself as a person, it will feed into your work sooner or later."

*If you inform yourself as
a person, it will feed into
your work sooner or later*

Abha Dawesar



Climate change and sustainable growth:

What will it take to face the challenge?

Climate change is happening now, and it is going to require innovation, action and hard cash to tackle the problem. All actors have a role to play, from the individual through to businesses and governments. But time is running out. Fast.

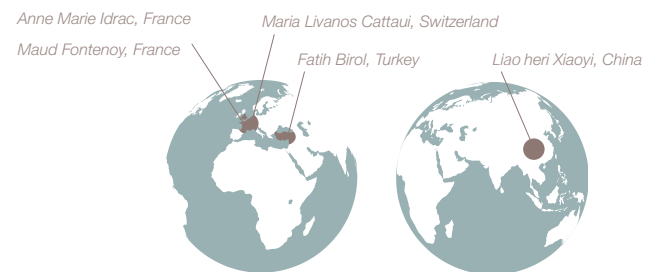
“We are not running out of energy resources. We are not running out of capital. But we are running out of time,” warned energy analyst Fatih Birol, encapsulating the sense of urgency arising from several discussions on climate change.

Navigator Maud Fontenoy testified to this urgency, having witnessed the effects of climate change at first hand during several ocean crossings. The symptoms included disrupted weather patterns and increasingly violent cyclones in the Indian Ocean.



*We would be lying to ourselves
if we think that fixing
climate change will be for free*

Fatih Birol



TACKLING THE ISSUES

Environmental journalist Fiona Harvey suggested a number of paths of action. One was that Women's Forum participants should take a leadership role by developing ways of measuring the ecological impacts of their own organisations, and subsequently bring pressure to bear on governments to develop a regulatory framework based on their findings.

Independent consultant Liz Padmore's intervention from the floor led to a clash of views on whether government action was necessary to motivate companies to take climate change and sustainability seriously. Some suggested that governments were often part of the problem, not the solution, whereas business, in response to consumer demand, would continue to drive change by coming up with new products and services.

TALK AND ACTION

Irish newsreader Eileen Dunne issued a call to action. “We have ten years to turn this around,” she declared. She pointed to practical measures that could be taken on an individual basis to reduce energy wastage, while stressing that her discussion group had been split on some big issues such as nuclear energy.

What was needed above all was some convergence between talk and action by policy makers. This was especially important with two major conferences coming up in Bali and Copenhagen to try to thrash out a post-Kyoto agreement on climate change.



Anne-Marie Idrac



Maud Fontenay

PAYING THE COST

Fatih Birol of the Paris-based International Energy Agency, said that with energy use accounting for some 80% of climate change, and 90% of energy being produced by fossil fuels, our planet could warm by six degrees centigrade by 2050.

He identified the rising consumption in India and China as a serious concern, even though both countries had every right to economic development. OECD countries should, at their own expense – as they bear the historical responsibility for climate change – guide China and India into a climate control framework with incentives such as technology transfers. The cost would amount to only 0.2 to 0.3% of these countries' GDP.

Anne Marie Idrac is the CEO of the French state railways, SNCF which, she said, was helping business customers of the SNCF to better assess their environmental impact by providing statistics on the carbon footprint of their supply chains by rail.



A RADICAL RE-THINK?

The debate turned to the dilemma China now faces in reconciling climate change with economic development.

Chinese environmentalist Liao Sheri Xiaoyi took issue with the choice of many Chinese to pursue a “Western, American lifestyle.” However, this was also a matter that every individual on earth should address: “If six billion people want to follow this lifestyle, how many Earths will we need?” she asked.

She urged people to consider an alternative model that drew on ancient Chinese philosophy, which teaches that “if you get something, you lose something.” “Material energy is one goal”, she said, “but people have lost spiritual energy, body energy, harmony, love, respect for nature, respect for each other. Spiritual energy is a source of happiness, and body energy is a source of health.” Xiaoyi challenged people to “re-think the value of life.”

IT IS DOWN TO EACH ONE OF US

Wrapping up, moderator Cattai said that though “we’re not going to stop” the fundamentals of our globalised economic and of our social system, the challenge we face is how to reconcile the dichotomies that these fundamentals entail.

She concluded by stating that although governments and businesses had a role to play, ultimately progress on the issues of climate change and sustainability comes down to the individual.



Fatih Birol



Liao Sheri Xiaoyi

INTRODUCTION:



Maud Fontenoy, Navigator, France

SPEAKERS:



Fatih Birol, Chief Economist and Head of the Economic Analysis, Division, International Energy Agency, Turkey



Anne-Marie Idrac, CEO, SNCF, France



Liao Sheri Xiaoyi, President, Global Village of Beijing, China

MODERATOR:



Maria Livanos Cattai, Member of the Board of Directors, Petroplus Holdings; Vice-Chairman, International Crisis Group, Switzerland

LONG-TERM PROJECT

Rising Talents

Every year, the Rising Talents programme aims at creating an international network of 50 talented women between the ages of 25 and 35, from the economic, political, research, civil society and artistic fields in all five continents. Developed in partnership with JP Morgan and with the support of Egon Zehnder International, the project seeks to identify the talents of tomorrow. It will take place every year as of 2007.

For this first edition, the Selection Committee, composed of representatives of the Women's Forum, JP Morgan and Egon Zehnder International, selected 20 young women who emerge in their respective countries as a "Rising Talent". All these young women are already exemplary leaders, model citizens, and have demonstrated particular passion, commitment and social involvement. As such they are inspiring entrepreneurs in their respective areas.



The rising talents with Aude Zieseniss de Thuin



Some of the rising talents

Being identified and selected as a "Rising Talent" is a boost to the professional careers of these young women and helps them build a strong and rich network thanks to the connections made with their counterparts as well as with the leading personalities participating in the Women's Forum. Each member of the Rising Talents program has been given the opportunity to submit a proposal for a specific charitable project of their choice. JP Morgan has awarded \$30,000 to Emilie Goodall for the Place2be, a charity providing therapeutic support to children in primary schools. Each Rising Talent will also be assigned a Women's Forum board member as well as a "JPMorgan Angel" to mentor them throughout the year. The group will meet again in 2008 together with the new crop of Rising Talents.



Portrait: Renata Pokupic

Croatia



MEZZO SOPRANO

Renata Pokupic is an internationally renowned Croatian mezzo-soprano. Her acclaimed performances of baroque, classical and coloratura-mezzo repertoires as well as solo songs have won widespread praise around the world. She works with many prominent conductors, such as Haïm, Equilbey, Cummings, Dantone, De Marchi, Florio, Gardiner, McCreesh, Rhorer and Sardelli. She performs in opera houses, festivals and concerts around Europe, and has recently been heard in Paris, London, Berlin, Rotterdam and Lille. Pokupic has won numerous awards including the 2005 CIAM award for Best New Female Singer from the International Circle of Friends and Patrons of the Théâtre du Châtelet, Paris and an Orlando award from the Dubrovnik Summer Festival. Pokupic has also worked at the Aestas Musica International Summer School of Baroque and Dance. The summer school promotes music as a medium that transcends barriers, promotes equal opportunity and furthers social inclusion. Finally, Pokupic is sponsored by the Orange Foundation, which has an interest in vocal arts and the Opera in particular.

Portrait: Yseulys Costes

France

CHIEF EXECUTIVE OFFICER 1000MERCIS

Yseulys Costes is the CEO and founder of the company 1000mercis. A pioneer in interactive advertising and marketing, 1000mercis' mission is to provide innovative answers to companies wishing to optimise their advertising and marketing campaigns in interactive media (Internet, mobile phones, etc.). By offering solutions combining customer acquisition and retention, 1000mercis rapidly imposed itself as an expert on a rapidly growing market. Costes has a Master's degree in Management Sciences and a Postgraduate in Marketing and Strategies from the University of Paris IX Dauphine. As a researcher in Interactive Marketing, she was invited to lecture at Harvard Business School, USA, and she teaches Interactive Marketing in a number of establishments (HEC, ESSEC and the University of Paris IX Dauphine). She was the co-ordinator of the Interactive Advertising Bureau in France for two years before creating 1000mercis in 2000. Costes was named "Internet Woman of the Year" in 2001 and in 2005 was chosen to join the official body set up by the French Government to combat Spam. She is on the board of associations for the encouragement of Internet usage and development (IAB, Silicon Sentier, Renaissance Numérique...) and the place of women on the Internet (Cyber-elles). She is also a member of Handicap International's "Club 1000".



Portrait: Prudence Mutowo

Zimbabwe



PHD STUDENT

Prudence Mutowo is undertaking doctoral research at the University of Nottingham (UK) working on archaea (a major group of micro-organisms). She completed a Bsc (Hons) in Biochemistry and an MSc in Applied Biomolecular Technology. In 2006 she became the first Zimbabwean to receive a L'Oréal-Unesco International Fellowship – an award given to young female scientists working in important areas of research. She has been able to carry biochemical work on understanding how some micro-organisms can survive in extremely saline environments like the Dead Sea. She is interested in science and social issues, and in particular the enhancement of women's participation in scientific research. She is also interested in capacity building in the scientific field in developing countries. She has participated in the World Life Sciences forum Biovision as a fellow of the class of 2007. Mutowo was also named in Marie Claire's 2007 survey of the 25 most promising young women in the UK and is actively involved in The National Girls Education Strategic Plan in Zimbabwe. Mutowo has also participated in the annual UNESCO UK conferences.

DISCOVERY CORNER



Air France corner

Travel by Air France

Stress-free flying

What happens if you are a high-powered executive but you can't join the jet set? Not for any lack of business flair or drive, but because of your paralyzing fear of flying. Well, help may be at hand.

Air France runs specialist courses to combat flying-related phobias at the Anti-Stress Centre, based near Paris' Orly airport.

Before being accepted, clients are assessed to see whether the course will be of real benefit to them. This is done by means of an hour-long conversation, usually on the telephone but sometimes face-to-face, with psychologist Philippe Goeury.



They have big jobs with big responsibilities – they are used to being in control of their environments, and they feel weak and afraid in a situation they don't control

Philippe Goeury

Goeury says many of the people who attend the course are the type of people you would least expect: high-powered business executives. "They are used to being in control of their environments, and they feel weak and afraid in a situation they don't control."

Even something as simple as not knowing or not seeing the pilot can contribute to panic attacks, set off for others by claustrophobia and, this perhaps easier for non-phobic people to grasp, the fear of dying.

A phobia of flying can have a severe impact on people's lives, says Goeury. "Some people don't fly at all. Others take a plane once a week, but do this as if it were torture, screaming and crying days before they have to travel, and on board. When they go on vacation, they spend the whole week worrying, and having nightmares, about the flight back."

The course lasts for a day at the Orly centre. Clients spend 2½ hours first discussing the phenomenon of stress and also some of the technical aspects of flying itself, so that they can understand that some of the sounds they hear are normal. Flight attendants answer questions and offer reassurance.

There follows a session of similar length in a simulator, so that clients can actually feel – and get accustomed to – the sensations that have triggered their fears in the first place.

The teaching supervisor, Captain Stéphane Cabarrocas, says the scheme "is all about regaining passengers' trust, though we as airlines might not really be responsible for losing their trust in the first place!"

Goeury quoted 85% customer satisfaction, and stressed the importance of customer follow-up, partly to help certain clients consolidate their progress. He enjoys receiving postcards from the exotic destinations his clients were now visiting. "We're really proud, especially when it's from someone who said they were a desperate case. It's a great honour, a great victory!"



Philippe Goeury

«
«
It is all about regaining passengers' trust, even though we as airlines might not really be responsible for them losing trust in the first place!

Captain Stéphane Cabarrocas

For more information, e-mail the team directly at: mail.antistress@airfrance.fr

SPEAKERS:



Stéphane Cabarrocas, Teaching Supervisor, Anti-Stress Centre and A320 Instructor, Air France



Philippe Goeury, Psychologist, Anti-Stress Centre, Air France



Air France corner

Part 3 | Trust and Corporate & Societal Issues



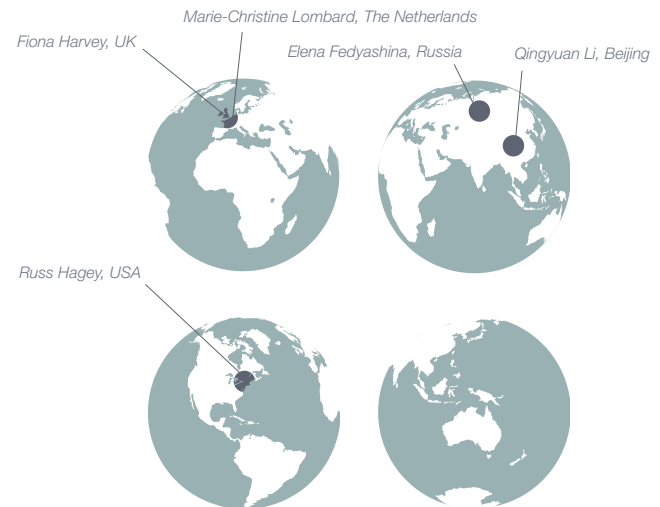
Qingyuan Li

How are women shaping the business environment in the 21st century?

Men prefer the 'big bang' style of management, while women focus on the details – and a gender balance in companies will bring not just a feminine perspective to any business but economic benefits too.

The clear message from this panel was that the experiences of women who are helping shape the world's business environment depend to a great extent on where they live.

Moderator Fiona Harvey drew attention to research that suggests companies with more women out-perform others. In an explanation of this, Netherlands-based Marie-Christine Lombard said women bring a "new eye," partly because they



have not been in a dominant position in the business world in the past. In this regard, women are prepared to ask fundamental questions about business processes. They can identify small improvements that make a real difference rather than feeling the need to go for "the big bang" favoured by many male counterparts.

FLEXIBILITY

Lombard identified other key skills women can bring to the table. They are, for example, adept at client-focused work, helping to achieve improved performance by listening to and understanding clients' needs and how these evolve.



*One of Russia's most
under-used resources
is its women*

Elena Fedyashina

Russ Hagey, who works out of the US for the global management consultancy firm Bain & Company said his company focused on creating an environment where talented people felt they could have a “sustainable” career encompassing different stages of life. Things like continuous learning opportunities were important in this context, as was flexibility within the organisation. The fact that 60% of the company’s women partners have worked part-time at one point of their careers helped flag up to the company the need to develop its part-time programmes.

CULTURAL FACTORS

Chinese academic Dr. Qingyuan Li, reminded the audience that opportunities for women depended on cultural factors. Early on, the People’s Republic of Chairman Mao gave women equality in jobs, with equal pay. “Even in the early 1970s when a US women’s delegation came to China, they were very surprised to see women driving big buses!” she said.

Relatively speaking, especially in urban areas, today’s Chinese women don’t think that gender is a “threatening limit” on what they can do. She recalled a traditional Chinese proverb that said: “If you have a mix of men and women in the work place, the job is definitely less tiring.” Li concluded: “So whenever someone wants to get a job done, they always get a mix of genders.”



Russ Hagey



Marie-Christine Lombard

Asked if this translated into a real mix of gender at higher level, Li said in actuality it did not, and raised the question of how one should quantify the success of women: “Do we have to see exactly 50% of women at top level?”

Speaking about Russia, another global giant, Elena Fedyashina, Executive Director of an association of that country’s most successful business women, joked that although it is famous as a country of resources, “one of Russia’s most under-used resources is its women.”



Elena Fedyashina

TRADITIONAL ROLES

Although women were reasonably well represented at the top of the corporate world in Russia, it tended to be in traditional roles – as heads of human resources or accountancy departments – rather than in decision-making roles.

Only 14% of chief financial officers were women, and only 4% were CEOs. Access to economic resources in a highly patriarchal society was partly to blame for this. But Fedyashina also pointed to the response of Russia's only woman governor when she was asked what needed to be done about this. She replied that the mentality of the whole nation should be changed.

COUNTER THE STEREOTYPES

Fedyashina became animated when asked to identify the fields of Russian industry in which businesswomen have found success, and whether it was in traditionally female-oriented fields like fashion. She pointed out that in fact, some of the women in her association were individuals who had restructured multi-billion-dollar state monopolies like the railways, headed huge banks or worked in IT.

“We must tell the life stories of these successful women. And tell young women that it's absolutely a full-time commitment,” she said. “There's a conception that a successful businesswoman must be very cold, and that she spends all her time in spas and the like. No, they're working 16, 18 hours a day. And we must counter negative stereotypes – for example, that successful women have to be unmarried. No, they have families, they have their hobbies. We are telling their stories, and in this way we are moving the country a little bit towards a more positive mentality.”

SPEAKERS:



Elena Fedyashina, Executive Director of the Committee of 20, Russia



Russ Hagey, Worldwide Chief Talent Officer and Partner, Bain & Company, USA



Marie-Christine Lombard, CEO, TNT Express division, The Netherlands



Qingyuan Li, Adjunct Professor of the International Economic Dept, Renmin University, Beijing, China

MODERATOR:



Fiona Harvey, Environmental Correspondent, Financial Times, UK



Left to right : Alison Maitland, Sandrine Devillard, Olivier Barberot

How increasing women's integration is changing the **competitiveness picture**

Corporations need women – but it's not just political correctness that is driving companies to boost levels of female staff. Bosses everywhere are now beginning to see the real economic benefits of a gender balance everywhere from the shop floor to the boardroom.

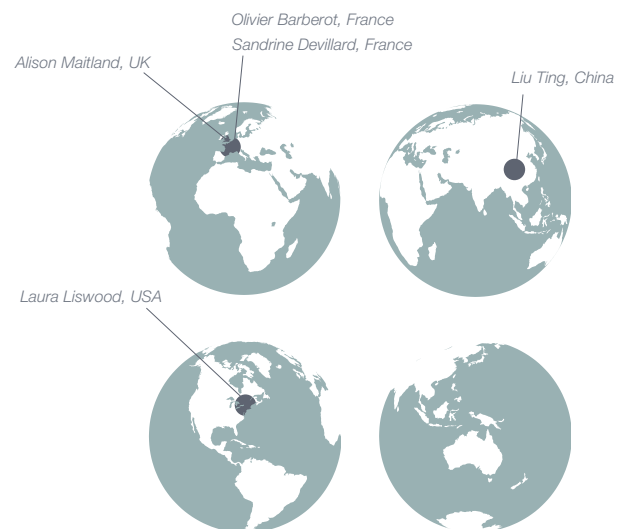
Does it matter whether more women make it into the upper echelons of top companies? The answer from all members of the panel - based as much on hard-nosed business reasoning as on a noble desire to encourage greater workplace equality between the sexes - was a resounding 'yes'.

More women in the boardrooms lead to better results and more wealth-generation. Moderator Alison Maitland cited a study by Goldman Sachs which showed that if men and women achieved workplace parity in the USA, GDP could grow by an impressive 9%. European Union would have even better 13% GDP growth, and Japan 16%.

Sandrine Devillard of McKinsey and Company presented a report by her firm called 'Women Matter', including video interviews with top European business leaders, a European Commissioner and Latvia's former President Vaira Vike-Freiberga.

MORE WOMEN ON BOARD

There were three main findings. Firstly, increasing women's employment levels would help with the labour shortage in many developed nations which, with an ageing population, is set to worsen. Second, firms with women in the boardroom perform better. Finally, they tend to make more money than competi-



tors without a healthy gender balance. "More women at the top goes with better organisation," she said.

Laura Liswood, a senior advisor with Goldman Sachs, agreed that increasing women's participation was one of the best ways of dealing with the labour shortage. "I don't believe there is a glass ceiling. There's just a very thick layer of men," she added.

DEMOGRAPHIC ISSUES IN CHINA

Liu Ting, Chair and President of Asia Link Group, explained that as a result of the country's 'one child' policy there are now around 120 girls in China for every 100 boys. This demographic anomaly meant that the gender balance in many Chinese companies was relatively good. Nevertheless women still needed

encouragement in the Chinese business environment, particularly from other women.

SOLUTIONS

Olivier Barberot, the Senior Vice President of Human Resources for Orange, explained that his company tried to be pro-active when recruiting and promoting women.

“I don’t believe in quotas and I don’t think we need legislation but it is important to try to encourage women employees with pro-active measures,” he said.

In conclusion, all panellists agreed on the importance of putting into place clear mechanisms to measure how well women were making it into senior positions compared to men, so that accurate data existed.



Liu Ting



Olivier Barberot



Sandrine Devillard

SPEAKERS:



Olivier Barberot, Senior Vice President, Human Resources, Orange, France



Sandrine Devillard, Principal, McKinsey & Company, France



Laura Liswood, Senior Advisor, Goldman Sachs, USA



Liu Ting, Chairman and President, Asia Link Group, China

MODERATOR:



Alison Maitland, Business Writer, UK

Women Matter: A study by McKinsey & Company

Gender diversity: A corporate performance driver

“**A** case for change: a number of reasons suggest that gender diversity is a real issue for business. Corporate competitiveness is at stake.”

The «Women Matter» study, which aims at assessing the impact of gender diversity on company’s performance, shows that the companies where women are most strongly represen-

ted at board or top-management level are also the companies that perform best, both on organisational and financial performance. It also offers fact-based insights into the importance for companies of fostering the development of women in the business arena, so that a greater number attain positions of high responsibility. Finally, having identified the main barriers to female representation on management bodies, this study sug-



Eric Labaye, McKinsey & Company

gests paths, based on good practices, to increase women's participation in business as well as in top executive positions. Are women the future of business? The question is open...

WOMEN'S POSITIVE IMPACT ON ORGANISATIONAL EXCELLENCE...

McKinsey measures the organisational excellence of a company against nine criteria: leadership, direction, accountability, coordination and control, innovation, external orientation, capability, motivation, work environment and values. The analysis of the evaluations of 115,000 employees of 231 companies demonstrated a correlation between a company's level of excellence in these nine organisational dimensions and its financial performance. The companies who ranked most highly tended to have operating margins and market capitalisation twice as high as those of the lower-ranked companies. McKinsey then selected 101 companies and analysed the answers of 58,240 respondents, and then compared the results for these companies depending on the proportion of women on their governing bodies: it emerged that companies with three or more women in senior management functions score more highly, on average, for each organisational criterion than companies with no women at the top.

Exhibit 9
Companies with a higher proportion of women in their top management have better financial performance

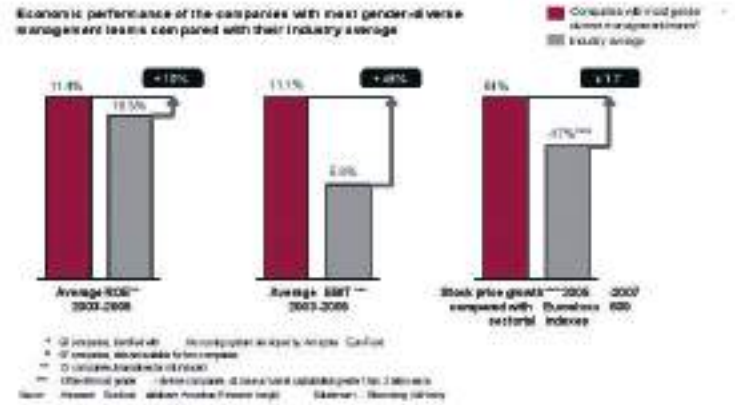
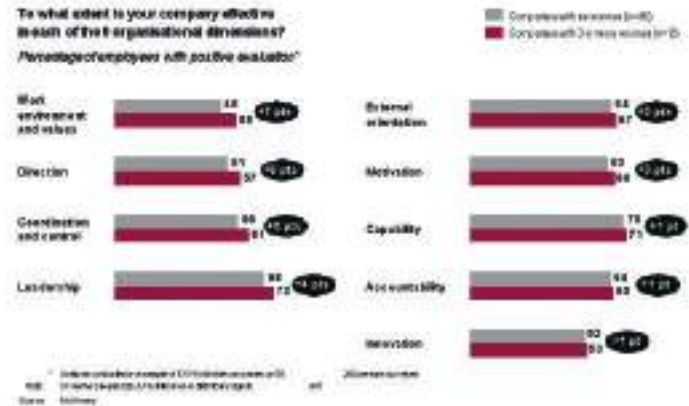


Exhibit 10
Companies with three or more women in top management functions score more highly for each organisational criterion than companies with no women at the top



... AND ON FINANCIAL PERFORMANCE

A second study was conducted jointly with Amazone Euro Fund on the 89 European listed companies with the highest level of gender diversity in top management positions. The companies were selected from all European listed companies with a stock market capitalisation of over €150 million. McKinsey then analysed the financial performance of these companies relative to the average for their sector. There can be no doubt that, on average, these companies outperform their sector in terms of return on equity, operating result, and stock price growth.

Humanitarian action in the 21st century

Excerpts from the speech by H.R.H. Princess Astrid

Many of my activities find their origin in the Belgian Red Cross. I was asked to replace my father as President of the Belgian Red Cross. I also accepted to act as President of the Queen Elisabeth Medical Foundation, founded in 1926 by my great-grandmother, Queen Elisabeth of Belgium, to promote fundamental research in neurology. I was honoured with the presidency of the European Organisation for Research and Treatment of Cancer.



H.R.H. Princess Astrid

My involvement in the activities of these institutions regularly puts me into contact with people who – through sickness or ill luck – “drop behind” or “drop out”. I am thinking in particular of two vulnerable groups: single women and low-skilled workers. Single women, often divorced, increasingly have difficulties in making ends meet with shrinking social benefits. Social benefits have not increased at the same pace as salaries. In Belgium, for instance, the gap between the two is about 1% per year. Therefore, over a period of 20 years, social benefits have increased about 20% less than salaries.

Another group of citizens who risk falling through the safety net are low-skilled workers who often end up in a more or less permanent situation of poverty. Perhaps we should resign ourselves to the fact that in our midst there will always be a small minority of 5-10% of the population who need to be taken care of by the State - although it may not be politically correct to say so. But every citizen, no matter whether he or she is in employment or not, has a right to decent housing, food, healthcare and education.

I'd like to mention something related to the issue of trust. A week ago, I visited Tanzania as Special Representative of “Roll Back Malaria”, a partnership of several United Nations institutions as well as donor states and countries where malaria is endemic. Between two and three hundred million people suffer from malaria in the world and one million per year, mostly children under five and pregnant women, die from the effects of the disease.

In Tanzania, I was confronted with the ravages of malaria. Out of a population of 40 million, between one and two million suffer

from the disease and 88,000 die of it yearly. The cost of the disease in economic terms is enormous, as is evident from absenteeism in schools and factories.

Now we know that malaria is treatable and curable. A large scale campaign for the distribution of mosquito nets treated with insecticide is underway but in order to be really effective, these nets should be entirely free, which is not yet the case. Another obstacle is the cost of the most effective medicine against malaria, the so-called Artemisinin Combination Therapies which can cure the disease but are still not widely available. Ten dollars can make the difference between life and death for a small child.

I came to be faced with questions such as: "Why are the rich nations indifferent to our suffering?", "Is it because there is no malaria in the West or is it because we are poor?" Even if these questions may seem slightly unfair, they undermine the trust between the developed and the developing world. Therefore, they must be answered, and preferably by showing that we do care and that out of human solidarity, we are willing to provide



Yves-Louis Darricarrère, Total

*Ten dollars can make
the difference between life
and death for a small child* >>

the means to help eradicate this and other diseases in the developing world.

I seek to respond to the needs of vulnerable people, whether in Belgium or abroad. However, I refuse to conform to the image of a "Lady of Charity". Instead I seek to respond to the trust others put in me by activating a network of people and institutions that can bring about concrete results. You may not realise it yet but I consider each and every one of you as an addition to this network.

KEYNOTE :

 **Her Royal Highness Princess Astrid of Belgium**



The PricewaterhouseCoopers Team

Spare me **the stereotypes**

If women want to beat stereotyping in the workplace, then simply saying they are as good or better than men is not longer enough - they need to demonstrate it. Marie-Jeanne Chèvremont-Lorenzini, Managing Partner of PricewaterhouseCoopers, presented the study made by PwC for the Women's Forum.

According to Heather McGregor, Director of UK head-hunting firm Taylor Bennett, there are three ways for women to overcome female stereotyping. "First, be good at your job, and then people won't care if you come in late," she said, "and second, make sure people know you're good at your job."

"Lastly, all women with sons should raise them in equal opportunity homes, and that means both sexes should do the washing up, the tidying up and the laundry."

"We have to learn not to stereotype men," said McGregor, "and promote the notion of house-husbands so that they're happy to stay at home which will then allow us to go out to work."



*Women cannot have it all.
It's a complete myth.
You have to choose*

Heather McGregor



YOU HAVE TO CHOOSE

"Women cannot have it all. I personally chose to put my career first. In my life, my order of priorities is first my job, then my children, then my husband and finally me."

Norma Jarboe is director of the UK organisation Opportunity Now. Research carried out by her company into barriers to female advancement at work found that as well as glass ceilings for women higher up the career ladder, there were what she called 'sticky floors' for junior female staff.

She said: "We saw that younger women at the start of their careers found it hard to get promoted anywhere beyond the lowliest positions, due to the stereotyping of women's roles and abilities and a lack of role models."

IT ALL STARTS AT HOME

Jarboe added: "It is crucial that parents and teachers impress upon women that they are able to do a wide range of jobs instead of just funnelling them into jobs like the caring professions, which are traditionally lower paid."

Elisabeth Kelan, a researcher into women in business at the London Business School, outlined the hidden costs of stereotyping. "There are economic costs, like the electronics firms that make pink gadgets, pink phones, pink ipods, all aimed at women," she said. "But they must be losing money because our research found that only 9% of women actually liked pinked-up products."

Studies showed that there were never likely to be as many house-husbands as housewives because men tended to marry economically downwards, while women sought men whom they saw as professionally 'solid'. In conclusion she said when it came to one of them giving up their job to run the home, it was rarely the man.

SPEAKERS:



Marie-Jeanne Chèvremont-Lorenzini, Managing Partner, PricewaterhouseCoopers, Luxembourg



Asako Hoshino, Corporate Vice-President, Market Intelligence, Nissan, Japan



Norma Jarboe, Director, Opportunity Now, UK



Elisabeth Kelan, Research Fellow, London Business School, UK



Heather McGregor, Head-Hunter, Taylor Bennett, UK

MODERATOR:



Julia Harrison, Managing Partner, Blueprint Partners, UK/Belgium

Women's economic participation: Enablers, Barriers, Responses, a study by PricewaterhouseCoopers

It is in developed countries that cultural stereotypes represent the greatest barriers to women's economic participation according to a PricewaterhouseCoopers report released at the Women's Forum entitled "Women's Economic Participation: Enablers, Barriers, Responses".

Gender diversity in the workplace must be encouraged in view of the ageing of the population, the shortage of workers in developed countries, and an under-used workforce in rapidly developing countries. Businesses have to devise methods of dealing with the complex interactions of enablers (that is, policies and actions that contribute to gender diversity) and barriers, specific to each society, and its economy and culture.

ENABLERS AND BARRIERS AFFECTING WOMEN'S ECONOMIC PARTICIPATION

Governments sometimes play an more effective role in promoting women's economic participation. In Spain, legislation requires publicly traded companies to achieve gender parity on

their boards of directors within seven years. Education is also very important, and the availability of flexible and reliable child care, as in Sweden and France, or, as in China, India and Brazil, an extended family network. The US and Spain rely on a private infrastructure. In Germany, where children start school late, the limited supply of child care facilities encourage women to stay at home.

In the US, many women with flexible work arrangements are perceived as less committed to their careers. Finally, the report shows that self-empowerment and strength of mind, and overcoming self-imposed barriers are significant factors for success.

BUSINESS RESPONSES

Businesses are introducing policies that address gender issues, eliminating gender bias from the recruitment, retention, and progression of female employees. Positive discrimination and a greater number of women in decision-making roles help ensure

Figure 1: Comparative data²

	Brazil	China	France	Germany	India	Spain	Sweden	United States
Labor force participation (female-to-male ratio)	0.71	0.84	0.79	0.77	0.41	0.66	0.87	0.82
Gender Gap Index Performance out of 115 countries	67	63	70	5	98	11	1	23
Literacy rate (female-to-male ratio)	1	0.91	1	1	0.65	0.98	1	1
Enrolment in primary education (female-to-male ratio)	0.94	1	1	1	0.94	0.99	1	0.96
Enrolment in secondary education (female-to-male ratio)	1.1	0.97	1.02	0.98	0.79	1.04	1.03	1.02
Enrolment in tertiary education (female-to-male ratio)	1.02	0.85	1.28	1	0.66	1.22	1.55	1.39
Sex ratio at birth (female-to-male ratio)	0.95	0.89	0.95	0.94	0.95	0.93	0.94	0.95
Women in parliament (%)	9	25	14	47	9	56	9	18
Year women got the right to vote	1934	1949	1944	1918	1950	1931	1862	1920
Length of paid maternity leave, in days	120	Min 90	112	98	84	112	480	0
% of salary paid during maternity	100	100	100 up to ceiling	100	100	100	80 to 100	0
Time off including paid leave (balance unpaid)	0	0	3 years	3 years	0	3 years	1.5 years	84 days

² International Labour Organisation, United Nations Development Programme (UNDP), World Health Organization, Inter-Parliamentary Union, World Economic Forum, Government web sites

Figure 2: Indicators of performance: female-to-male ratio³

	Brazil	China	France	Germany	India	Spain	Sweden	United States
Literacy rate	1	0.91	1	1	0.65	0.98	1	1
Enrolment in primary education	0.94	1	1	1	0.94	0.99	1	0.96
Enrolment in secondary education	1.1	0.97	1.02	0.98	0.79	1.04	1.03	1.02
Enrolment in tertiary education	1.02	0.85	1.28	1	0.66	1.22	1.55	1.39

³ UNDP

that qualified women do not get left behind in the advancement process through lack of self-promotion. Other measures to help the working family include maternity, paternity and parental leave; lactation rooms; parenting websites and classes; flexible work mechanisms; emergency child care support and developing networks for women.

“Many businesses can point to good progress made in terms of supporting diversity in the workplace and advancing women

to middle-management ranks,” said Samuel A. DiPiazza Jr., Global CEO of PricewaterhouseCoopers. “However, it is far from clear if such programmes are actually changing underlying corporate cultures. Increasing women’s economic participation is very much dependent upon changing this mindset. Closing the gender gap in a way that is both supportive of families and economically advantageous to business could be seen as the holy grail of gender diversity interventions.”

DISCOVERY CORNER



The "Men's corner" designed by Bain & Company and Diafora in association with Les Echos

Mens' corner

Improving gender diversity in companies

Several authoritative studies show that companies with a good gender balance at top levels of management perform better, but strategies are still needed to ensure more women make it into the boardroom.

Was it really going to happen? With hindsight, it was clear that trying to create a 'men only' space at the Women's Forum was probably going to be a non-starter. As the first session got underway, male participants, happily sipping from their blue bottles of Champagne as opposed to the pink variety on offer outside what was supposed to be their exclusive enclave, were outnumbered at least two to one by their female counterparts. But in the event, it was a good thing. The women participating in discussion on the need to ensure more females make it to top management levels of major firms raised some key issues.



Women will have an impact on your future growth and bottom line. Ignore them at your peril

Avivah Wittenberg-Cox

Avivah Wittenberg-Cox, a Managing Partner with Diafora, reminded participants in no uncertain terms that times have changed. "The twentieth century corporate reality of rigid, pyramid-style management structures is yielding towards a more complicated, organic way of managing companies," she argued.

PARITY MAKES BUSINESS SENSE

In this new business environment, women's skills were needed more than ever and firms that failed to grasp the very concrete economic advantages their female employees can bring in the long term risked losing out to more enlightened competitors. "Women have a lot to offer in the twenty first century," she said. Citing a Goldman Sachs study quoted in several other Women's Forum sessions, she said that achieving overall male-female parity in the workplace could lead to a significant rise in GDP. "Gender is now a clear business issue," she said. She also cited evidence showing that of the so-called 'Fortune 500' leading international firms, those with a healthy gender balance on their controlling boards generally saw a return on



Participants

equity that was at least 35% higher than firms with no or fewer women in the boardroom. "Women will have an impact on your future growth and bottom line. Ignore them at your peril," she said.

Gerald Lema of healthcare firm Baxter International argued that his company always tried to ensure that it valued and promoted its talented female employees. He said that on average across the globe about a third of Baxter's executive managers were women. In certain regions, for example the Asia-Pacific zone he was in charge of, the percentage of senior women managers was higher.

UNEVEN AT TOP LEVEL

Russ Hagey, Chief Talent Officer of business and consulting firm Bain & Company, told a similar story. He insisted that his firm had always taken gender equality issues seriously and operated a clear 50/50 policy when it came to recruiting men and women into the firm.

However he conceded that as employees progressed within Bain & Company, the gender balance began to skew, so that at senior management level there were around 35% of women to 65% men. He said his company was doing all it could to try to understand why women were not making it to the top in the same numbers as men and was keen to ensure that more female employees made it into senior positions. He also pointed out that Bain & Company's Chairperson was a woman.



Olivier Marchal, Avivah Wittenberg-Cox

DISSENT IS HEALTHY

Wittenberg-Cox argued that firms needed to put in place clear strategies for ensuring that more women made it all the way to the boardroom and that this required more than just fine words. “You need to give these initiatives a budget,” she said. She also insisted that progress would only be made if men and women felt they could speak frankly and openly about the issues. If people were hamstrung by what she called “horrible” political correctness then it would not be possible to have the kinds of in depth discussions that were so clearly needed, she argued. “You have to let people express dissent,” she said.



AMONG THE SPEAKERS AT THE MEN'S CORNER :



Jean-Michel Steg, Citi



Gerald Lema,
Baxter International Inc.



Philippe Lagayette, JPMorgan



Russ Hagey, Bain & Company



EQUAL BUT DIFFERENT

She also argued that it was outdated to think that defending equality meant that men and women were the same. Obviously they were not. Companies that could harness these differences and build teams of men and women who worked together in harmony were companies that would succeed, she said. “Women are equal but they are different,” she said.

SPEAKERS:

-  **Avivah Wittenberg-Cox**, Managing Partner, Diafora, France
-  **Gerald Lema**, President Asia Pacific, Baxter International Inc., China
-  **Russ Hagey**, Worldwide Chief Talent Officer and Partner, Bain & Company, USA

MODERATORS:

-  **Virginie Robert**, Journalist and Editor, Les Echos, France
-  **Olivier Marchal**, Managing Director, Bain & Company, France

Too much money chasing too much risk

The subprime mortgage crisis, which sent shockwaves through the financial world and filtered down to the ordinary person in the street has been blamed on a massive over-supply of money in the banking system.

The sudden meltdown in the US property market earlier this year and its dire consequences for banks, capital markets and small investors across the globe was a 'disaster waiting to happen', according to Bloomberg's managing editor Janet Guyon.

She told of how ordinary people «realised they could borrow free money, buy a house, sell it soon afterwards and make some money. They thought housing was a liquid asset, but we know it's not," she said. «Then the housing market crashed, people didn't make their repayments because they had always intended to sell. Then they found that they couldn't sell the house either, so no money went back to the lenders.»

«*But the surprise for me is not that there is a crisis, but how long it has taken for it to emerge*

Janet Guyon

UN SOUND ASSETS

Christina Mohr, a managing director at global financial giant Citi, explained how this then filtered through the whole financial system because it wasn't just the banks that had put up the money in the first place.

She said: «In the early 1990s, banks provided 50% of the loans, but now it's just 15%. You think you're borrowing from your friendly local bank, but in fact the money's coming from a whole range of other institutions too.

Claude Smadja, Ron Anderson, Jessica Cheung





Christina Mohr

“There is an enormous amount of liquidity out there and corporate balance sheets are the best they have been for years,” she added. “But in our search for returns, we began to see assets of lower and lower credit quality added to global assets. So the loss of value in the US housing market created a corresponding loss of capital elsewhere.”



Ron Anderson



Janet Guyon

IGNORING MONEY SUPPLY

Pareesh Shah, Managing Director of London's Stargate Capital, blamed the crisis on the excessive supply of money in the economy, with billions more banknotes being churned out by central banks everywhere from the UK and Australia to India and the Far East.

One of US Federal Reserve chairman Alan Greenspan's key 'don'ts' was not to let the money supply get out of control, Shah said, and ignoring this advice would send global finances spiralling into chaos.

PROBLEMS IN STORE?

“The subprime crisis might have started in the US, but a UK bank almost failed, and that's because when ordinary people see queues outside the bank where they have their life savings, they panic,” Shah added.

There could be “problems still out there in the financial system that nobody even knows about yet,” he said.

SPEAKERS:



Ron Anderson, Programme Director, Risk Management and Fixed Income Markets; Professor in Finance, London School of Economics, UK



Jessica Cheung, Head of Investment & Risk Management, Standard Life, UK



Janet Guyon, Managing Editor, Bloomberg.com, USA



Christina Mohr, Managing Director, Citi, USA



Pareesh Shah, Managing Director, Stargate Capital, UK.

MODERATOR:



Claude Smadja, CEO, Smadja & Associates Advisory, Switzerland

Women in power: Fostering the current and next generation in financial services

For women to reach the top of the tree in finance, we need to create more job footholds at the bottom - and the solution could lie in education, career advice and more feminine role models.

One of the biggest hindrances to attracting women to a career in finance is the lack of role models and a lack of encouragement during their education.

Patricia Barbizet, chief executive officer at the investment company Artémis, said: «The good news is that women in finance are taken seriously. We now find women in many different fields of expertise, like commerce, law, marketing and human resources.

«Some years ago we could not appoint a woman because of what the customer might say, but now the customer actually goes out of their way to ask for a woman.»

TOO MUCH PRESSURE?

The problem was getting women to consider finance as a realistic career option to begin with. «They weigh up the pressures of working life and family and ask themselves if they can make it all possible at the same time,» Barbizet explained.

«So we need to explain to young women in education now that they can go into any profession they like, including private equity, investment banking and other areas of finance.»

ROLE MODELS NEEDED

Deborah Hopkins, senior advisor and managing director at financial giant Citi, said the lack of women in senior positions was one of the main barriers to more young women entering the financial world.

Deborah Hopkins



Concerning male-dominated office politics in the financial world, she commented: "We're not worse than men at office politics. We're more direct. We find the whole political game offensive."

WORK AND FAMILY

Yuan Wang, training and education director at the China Development Bank, thanked Chairman Mao for the confidence women in China now had to enter high-pressure careers like finance. She told participants: "Female managers out-perform their male counterparts, and that's because Chinese girls are clever. As students, they find it easy to pass exams." But she said in China the problems of women leaving work to have a family was also an issue for companies. "Young women in banks look for female role models among the senior managers, and we are duty bound to pass our experience on to them."

NETWORKING IS THE KEY

Some rules for professional success applied equally to men and women, such as networking. "I once worked with a man who ensured that every day of his working life he spoke to three colleagues he hadn't spoken to in a long time, three clients he hadn't spoken to in a while and three old friends that he hadn't been in touch with recently," she said. "The result was he was phenomenally successful."

Herminia Ibarra



Patricia Barbizet

SPEAKERS:

-  **Patricia Barbizet**, Chief Executive Officer, Artemis, France
-  **Nathalie Faure-Beaulieu**, Managing Director, European Capital, UK
-  **Deborah Hopkins**, Senior Advisor and Managing Director, Citi Markets and Banking, Citi, USA
-  **Herminia Ibarra**, Chaired Professor of Organizational Behaviour, INSEAD, USA
-  **Yuan Wang**, Deputy Director, China Development Bank, China

MODERATOR:

-  **Anne Swardson**, Senior Editor, Bloomberg, France

Marionnaud

Given their vibrant, passionate and generous natures, and their mutual sense of service to the customer, it is no wonder that the paths of Laurence Paganini, managing director of Marionnaud, France's number-one perfumery chain, and Anastasia Soare, founder of eyebrow care brand Anastasia-Beverly-Hills, whose products are now sold exclusively at Marionnaud, were destined to cross.

Both, women company directors, whose clients and employees are mainly women, cherish the values of professionalism, complicity, client proximity and the everyday pleasures of working in this way. There is a winning strategy that communicates energy and self-confidence to the women around them.

Confidence is what Laurence Paganini and Anastasia Soare had in abundance to build on in the course of their careers. Committed and energetic, Laurence Paganini has only one motto: "Citius, Altius, Fortius" meaning "faster, higher, stronger". Her dual training in finance and marketing at the ESSEC business school prepared her to take on the masculine bastion of Carrefour where she held the positions of Site Director at Bercy, Buying Director in household Goods, International Director for Jewelry and Watches and Group Director of Marketing and Studies. Her dynamism at the head of this mass-market retailer opened the door, aged 42, to the luxury world of Marionnaud, the most accessible of the select French perfumery chains.

Dubbed the "eyebrow queen," Anastasia Soare has done much to promote their care. Her venture started in 1990 when she left the shores of the Black Sea in Romania to set herself up in Beverly Hills, California. It was in the mythic town that she opened her first eyebrow salon, which soon became the in-place



Anastasia Soare, Laurence Paganini

for Hollywood stars. With the help now of a whole team, Anastasia still passionately proffers her *savoir-faire*.

Now supported by a whole team, Laurence Paganini and Anastasia want to pass on the confidence gained through years of experience by supporting initiatives and projects in favour of women: for Laurence at Marionnaud, projects combating domestic violence and breast cancer and caring for hospitalized women, while Anastasia supports in particular Oprah's Angel Network (60 schools have opened in 13 countries) and Artists for a New Africa.

The new mission of these two beauty specialists, now that they have pooled their expertise in France, is to give other women confidence in their professional and personal lives.



Helena Rubinstein



Marionnaud



Le Printemps

Gender equality in the workplace: Women's lawyers' role

Laws may not be enough to ensure equal numbers of men and women in the workplace - what is needed is more social pressure and a change in attitudes to achieve a genuine equality of the sexes.

Developed nations may have the legal frameworks to provide gender equality, but unless the laws are applied then parity between the sexes will never exist.

RIGHTS ALONE ARE NOT ENOUGH

As Dominique de La Garanderie, a lawyer and former President of the Paris bar, said: "Women first need to be recognised as human beings in their own right before equality can be addressed," she said.

"There is an argument over whether accepted standards of behaviour precede laws, or vice versa, but either way, it is only the law that actually imposes rights, and it is up to judges to enforce it."



We are there in terms of legislation, but effective equality is still not there

Claire Toumieux

NAME AND SHAME

Ana Palacio, senior Vice-President of the World Bank, praised France for its legacy of women's rights, but added: "In my country we have the laws, but young women journalists also began publicly shaming people who discriminated, and this social pressure helped bring about changes."

Palacio did not agree on quotas for gender equality: "It makes people ask 'Is she there because of a quota, or there because she deserves it?'"

Ana Palacio, Gilles August





Dominique de La Garanderie

THEORETICAL EQUALITY

When Palacio suggested that female boardrooms were ‘better’ than those full of men, de La Garanderie accused her of being ‘sexist’. Palacio replied: “Patience is a force that may have worked for Francis of Assisi, but not for women.”

True equality was not about numbers, she said, it was about attitudes. “If I walk into a boardroom full of men, I don’t mind, as long as I know there are also boardrooms out there that are full of women.”

TRUE EQUALITY

Moderator Gilles August, a founding partner of August and Debouzy law firm in Paris, recalled France’s crucial role in the progress of women’s rights. “France gave the world the idea of



Claire Toumieux

equality,” he said, but “true equality in education and access to the professions was only reached here in 1975, when mandatory co-education was brought in for all high schools.”

WESTERN PRIVILEGE

Palacio was eager to highlight the contrast between the rights of women in western nations and the ‘appalling’ state of affairs in other parts of the world.

“So while we are arguing over maternity benefits and higher pay, there are millions of girls in the world whose mothers did not even take their names to the registry to register them as a human being,” she concluded.

SPEAKERS:



Dominique de La Garanderie, Partner, La Garanderie & Associés; Former President of the Paris Bar, France



Ana Palacio, Senior Vice-President and General Counsel, The World Bank, Spain



Claire Toumieux, Partner, Flichy & Associés, France

MODERATOR:



Gilles August, Partner, August & Debouzy Avocats, France

Global diversity in law firms

In many professions “glass ceilings” and “sticky floors” are leaving women trapped in lower and middle management. But in law firms, bosses are waking up to the fact that these days, even the clients want more women at the top.

The number of female lawyers around the world is fast matching - and in some countries even exceeding - the number of men, but despite this fact the number of women as partners and in other top posts remains dwarfed by the figure for men.

Elisabeth Noe, a partner at the Paul Hastings law firm in the US, pointed out that although 30% of America's lawyers were women, there was still only one female Supreme Court judge. “There is a backlash over the role of women in society these days....The glass ceiling is still there, and it's there because white men like to play golf with other white men.”



Elisabeth Noe

CHINA MOVING FAST

Yan Lan, of the Gide Loyrette Nouel law firm, Beijing, said that since the cultural revolution women had entered the law on a massive scale her country. But they were still denied access to real power and the statistic that 97% of partners in Chinese law firms were men was ‘frankly alarming’. “Confucius said a woman's destiny is in the kitchen, and this traditional view still influences the legal profession in China,” she said.

She remarked that ten years previously, the boss of a Paris law firm had informed her that the firm had a long-standing policy of not accepting women as partners.



Chairman Mao had told the Chinese that women held up half the sky, and that women could do anything men could do

Yan Lan

AHEAD IN FRANCE...

Gilles August, a founding partner of the Paris law firm August and Debouzy, said women had made huge inroads into the legal profession since they were allowed to join the Paris bar in 1900. In 1946 women were allowed to become magistrates, coincidentally the same year they won the right to vote and a woman was first elected to the French Supreme Court.”

... BUT NOT AT PARTNER LEVEL

“But today,” said August, “46% of all lawyers in France are women, as are 60% of trainees, the majority of judges and the Minister of Justice.” But only two out of every ten partners were female, meaning French women also experienced problems gaining real influence in the profession. “Some 25 years ago my first boss told me the law was becoming a feminine profession and said it was not a good sign. He said women would leave us impoverished. Thankfully, even if the statistics haven’t moved on as much as we may have hoped over the last few years, attitudes like that have,” he added.



Yan Lan

SPEAKERS:



Yan Lan, Partner, Gide Loyrette Nouel Beijing, China



Elisabeth Noe, Partner, Vice-Chair, Corporate Department; Co-Chair, Attorney Development, Paul Hastings, USA

MODERATOR:



Gilles August, Partner, August & Debouzy Avocats, France

The Cartier Women's Initiative Awards

Launched in 2006 by Cartier and the Women's Forum for the Economy and Society in partnership with McKinsey & Company and INSEAD school of business, the Cartier Women's Initiative Awards are an annual international recognition honouring five innovative business projects led by women entrepreneurs in the early stages of their business development, one per continent.



The CWIA trophée



Bernard Fornas, President and CEO, Cartier International, France

Aimed at start-up initiatives, the awards are given every year following a competition that takes place in two stages with first the selection of the finalists among 15 short-listed women in June. The selection criteria include the creativity, sustainability and impact of the projects. The final selection of the laureates takes place in October.

Organised by continent - Africa, Asia, Europe, Latin America and North America - each regional jury selects its finalists and works to ensure all women have an opportunity to participate. Headed by a president, each jury is composed of high-profile men and women - entrepreneurs, senior executives, leaders in the non-profit sector, artists and academics.

The five winners receive the Cartier Women's Initiative Awards Trophy, coaching and support for a full year, a \$20,000 grant and a subscription to INSEAD's newsletter for entrepreneurship.

For further information:

www.cartierwomensinitiative.org



Left to right: Bernard Fornas, Cartier Women's Initiative Awards laureates and Aude Zieseniss de Thuin

ANGEL CHANG

PROJECT : Angel Chang LLC, United States



Luxury apparel with “performance” elements and functional designs: special stain-proof, wrinkle-free and odour-free material, colour-changing silkscreen prints, 3-D optical illusion prints, fiber optics... These are just some of the aspects of what goes into making the clothing created by Angel Chang.

Chang worked for international fashion house Donna Karan and as a fashion journalist before starting her own label creating “intelligent” clothes. After studying “wearable technology” for several years, Chang designed an innovative and stylish test collection in 2006, which received favourable press reviews. In January 2007 Chang was awarded the prestigious Ecco Domani Fashion Foundation award which helped her produce a show for her second collection.

Chang's line of clothes for women is targeted at young, trend-setting professional women who want innovative, luxurious clothing that goes beyond mere aesthetics. A recent loan from the US Small Business Administration will help Chang produce her third collection.

LUCIE AVOAKA

PROJECT : Santa Maria Medical Centre, Ivory Coast

Providing Healthcare in the underprivileged region of Abobo.

A tropical medicine specialist who worked in the public health service for over 18 years, Avoaka has spent 10 years caring for high-risk populations. At the Centre she helped create, patients can consult qualified, experienced professionals, whatever their financial means, since prices are adjusted according to the client's income. The Centre will also be equipped to analyse biological samples, as well as providing training and employment for healthcare professionals. Ten new jobs have already been created and there are plans to expand further.

In addition, the Centre will conduct research into public health issues and run educational programs to promote preventive medicine. Avoaka hopes that her preventive approach to healthcare will result in significant reductions in infant and childhood mortality as well as improvements in occupational and sexual health.



BETTINA GÖTZENBERGER

PROJECT : LOMasLEGAL, Spain

Making low-cost legal services available from high-street locations, over the phone, and via the internet.

As the founder of a successful law business, in 2005 Bettina Götzenberger turned her attention to the provision of low cost legal services. At LOMasLEGAL, qualified professionals offer their services to clients on a walk-in basis in legal 'shops', as well as over the phone and via the internet. Predefined tariffs ensure that there are no unwelcome invoice surprises for clients. Götzenberger's goal is to change people's views on the law and learn more about their rights. With flexible working hours and some telephone-based work, LOMasLEGAL also allows its employees to create their own balance between work and private life. She hopes that this will be particularly attractive to young female lawyers facing the career-versus-family dilemma. A series of new shops and franchised locations have already opened, and this is only the beginning.

ANTONIA SANIN

PROJECT : The Globe, Colombia

Day-care centre for children aged three to six that offers educational products and services developed from the experiences learned at centre (workshops, manuals, blog...).

Before establishing her business, The Globe, Antonia Sanin held several positions in higher education establishments. Now she has turned her attention to children between the ages of three and six, providing afternoon childcare services. But there is a wider dimension to Sanin's childcare centre: workshops and outings are organised to support child learning and gather information about best practices for youth education. The findings are documented and later used to produce a further range of products and services, such as electronic books for children, as well as guidebooks and workshops for parents.



NANDINI PANDHI & YASMINA MCCARTY

PROJECT : Green Mango, India

Creating a mobile phone-based virtual marketplace for low-income entrepreneurs and their customers in developing countries.

Nandini Pandhi met Yasmina McCarty when she was working at Women's World Banking (WWB), a microfinance organization in New York. Together, they thought of ways to tackle the three principal challenges faced by low-income entrepreneurs in developing countries: lack of access to credit, lack of business information and poor access to markets.

In a bid to address these difficulties, they set up Green Mango targeting businesses in countries where the scarcity of computers makes e-commerce difficult. Green Mango allows subscribers to use mobile telephones as a commercial interface, in ways similar to how online buyers and sellers use the internet.

"Low-income entrepreneurs will be provided with new means of selling their goods, whilst buyers will get convenient, time-saving, 24/7 access to local markets," says Nandini.



Left to right: Lynda Gratton, Michel Landel

Sustaining corporate loyalty

Both the consumer and staff now demand ethical factors and social responsibility in consumer products, which have come to stand as symbols of their ideals and aspirations. Corporations need to engage with their local communities to build solidarity both in and outside the company.

Loyalty is a big issue for today's companies. It must be cultivated both to keep talented staff in an increasingly cut-throat recruitment market, and to keep customers. Without loyalty, firms simply find it very hard to survive. Mercedes Erra, the managing director of Havas, summed up this point by saying: "If people think a company is behaving badly they buy less of its products and it makes less cash." In other words, loyalty, has a direct impact on the one thing that no self-respecting senior manager can afford to ignore: the bottom line.



We should see corporate social responsibility not as a nice-to-have but as a crucial part of an organisation going forward

Lynda Gratton

Liz Padmore, UK
Lynda Gratton, UK

Mercedes Erra, France
Michel Landel, France

Gerald Lema, China



Frank Brown, USA



ETHICAL PRODUCTS

Erra presented a major report by her firm that showed consumers are increasingly asking for products that reflect their ideals and aspirations.

"We are living at a time of extraordinary change," argued Erra, "when someone buys a product today, they are also buying a little bit of a certain lifestyle, perhaps a little bit of morality," she said. Firms would ignore this new reality at their peril, she added.

Within companies too, senior management will have to deal with ethical questions if they want to recruit and retain top employees. Lynda Gratton, a Professor at the London Business School, said that young potential employees- the so called

'Generation Y' - were now choosing an organisation according to its ethical values. "Young job seekers are no longer content with prospect of earning a decent salary, they want their job to have meaning as well," she said.

COMMUNITY OUTREACH

Companies should welcome this rather than feel threatened by it. By fostering values that go beyond a simple desire to maximize profits, firms can actually become more economically successful and retain talented, motivated staff.

One concrete way of doing this was to create community outreach schemes that encouraged company employees to get involved in local social or cultural projects. "In corporations where people have links with their communities, people are more likely to co-operate with each other within a company," Gratton said.

Michel Landel



Mercedes Erra



Frank Brown

PEOPLE LOYALTY

Michel Landel, the CEO of catering giant Sodexo, said his firm is currently supporting a campaign to combat malnutrition in the USA. Perhaps surprisingly, the richest country in the world currently has, he claimed, 30 million under-nourished citizens. "Companies are not just there to make money but also to give back to the community," Landel said. Such schemes helped his firm develop a positive image in the eyes of both its customers and its employees. "People loyalty is absolutely essential," he said, adding that his firm made great efforts to ensure employees did not leave the company.

However, Frank Brown of internationally renowned business school INSEAD, suggested that too much focus on socially enlightened issues not directly linked to a firm's core business, could end up riling a company's most senior managers.

Returning to her original theme, Erra argued that issues like vision and corporate responsibility would have to figure among precisely the key goals Brown was talking about. Customers were asking firms to take these issues on board and were voting with their wallets when they were not being listened to, she said.



Left to right: Liz Padmore, Frank Brown, Mercedes Erra, Gerald Lema, Michel Landel, Lynda Gratton






Gerald Lema



DIVIDING PROFITS

Another issue raised during the debate was the question of executive pay. For as long as top managers continued to receive pay and bonus packages that were hugely disproportionate to the salary of the average employee, building loyalty and solidarity would remain an uphill task. Most panelists agreed that the era of colossal pay awards would have to end. Brown argued that clearer common rules, agreed on by the business community as a whole, were needed when it came to executive pay and perks packages.

SPEAKERS:

-  **Frank Brown**, Dean, INSEAD, USA
-  **Mercedes Erra**, Managing Director, Havas, France
-  **Lynda Gratton**, Professor, London Business School, UK
-  **Michel Landel**, CEO, Sodehxo, France
-  **Gerald Lema**, President Asia Pacific, Baxter International, China

MODERATOR:

-  **Liz Padmore**, Associate Fellow, Saïd Business School, Oxford; International Advisor, UK

Vaccinations: A new therapy for cancer?

Current research and development in the field of vaccines could help millions in the fight against cancer by boosting the body's natural responses to the disease.

A vaccine revolution is on the way, Philippe Monteyne promised participants, noting that his company, GSK Biologicals, already distributes 3 million vaccines a day worldwide, 80% of them in the developing world. Thanks to the company's dual pricing policy, he pointed out that it could charge poor countries less for its products.

He reported that 26 diseases could be prevented by vaccines. "With (clean) drinking water, vaccines are the most important contributor to health in the world", he commented. He said GSK Biologicals has an ambitious programme of projects in the pipeline. "If we are successful, we will be able to counter 90% of the deaths of children under five years old", he noted, adding that large numbers of people could also be saved from disability.

A VACCINE AGAINST CERVICAL CANCER

In addition, there were vaccines in the making, including one against cervical cancer, that could benefit people not just in the developing world. Cervical cancer is caused by a group of viruses and kills a woman every two minutes in the world, with most deaths occurring in developing countries, he said. About 70% of women would be infected with the virus during their lifetime, though not all would develop cancer. In addition, women could be reinfected, which was not the case with most viruses.

Current work in research and development held more exciting promises for the possible treatment of other cancers, he said. There were enormous possibilities in the role vaccines could play in the battle against cancer. What is more, people of all ages would benefit. Initially, vaccines were aimed at childhood diseases, but increasingly they were designed to benefit other groups, including the elderly, participants heard.



Women's Health corner



*It's a new class
of treatment for cancer*
Philippe Monteyne

Monteyne explained GSK was concentrating on adjuvant vaccines which give enhanced protection for longer periods of time. Adjuvant vaccines are made from chemicals that enhance the body's natural responses. In Monteyne's words: "They educate the immune system to fight cancer."

BOOSTING THE NATURAL RESPONSE

While most cancer patients had an immune response, it was often ineffective, he explained. The aim of the vaccine was to amplify natural defenses. Monteyne described adjuvants to be "like a turbo in the engine ... It's a new class of treatment for cancer".

The next disease in the company's sights, he said, was lung cancer. Large-scale clinical trials would start soon. Thanks to adjuvant vaccines, he added, governments would be able to stock up in advance of pandemics. The Swiss government was doing this with the bird flu vaccine.


PROBABLE SUCCESS

For patients, he said, vaccines had the advantage of not causing some of the common side effects of cancer treatments such as hair loss and vomiting. The commercial advantages included a lengthy life-cycle of each product and the high probability of research and development success. Research in the field of vaccines seemed to carry a far greater probability of success than in drug development since despite costly investment, many potential drugs failed to reach production stage.

SPEAKER:

 **Philippe Monteyne**, Senior Vice President and Head of Global Vaccines on Development, GSK Biologicals, Belgium

MODERATOR:

 **Corinne Hubinont**, Professor, Co-head of the Department of Obstetrics, Clinique Universitaires St-Luc, Belgium



Gisèle Mandaila Malamba

Cultural identity in a global context: Women's crucial role in imaging new futures

A new 'social model' could help heal the rift between the sexes and between diverse cultures on every level - at home, in education and in the workplace - and help forge real integration in our globalised world.

Julia Harrison began by speculating on the problem of maintaining social cohesion and cultural identity in a world where the twin phenomena of migration and globalisation are increasingly important.



*Women transmit values,
and they're very strong...
They can say they want
change and they want
respect for diversity*

Gisèle Mandaila Malamba



France's Minister for Solidarity, Valérie Létard, spoke of the role government should play in reinforcing the role of women in society, encouraging women to set up their own companies and young girls to enter the fields of science and technology.

A NEW CONTRACT BETWEEN MEN AND WOMEN

She promised urgent action to combat violence against women, "our common shame," saying that "one woman dies every three days in France as a result of her partner's blows." She announced the launch in November of a new plan to "fight this unacceptable violence."

Létard called for a "new social contract between men and women", and paying tribute to the "major" role played by the United Nations and the European Union in this regard, outlined



Sylviane Balustre d'Erneville

a scheme to ease the conflict between work and family life, which France would push for when it assumes the EU presidency next year.

MENTORS AND MODELS

Sylviane Balustre d'Erneville, the director for diversity and inclusion at L'Oréal, said her company aimed to reflect cultural differences, not only by providing a wide range of products, but also on a structural level, challenging for example the notion of women as consumers and men as decision makers and calling for a reversal of that model.

In addition to providing financial study grants to minorities, L'Oréal seeks to assist integration through mentoring schemes and internships. Companies need to participate actively in changing mentalities, through the training and assessment of managers, promoting women in traditionally male-oriented fields like science by improving recruitment processes and providing mentors not simply for women, but for men too.

FLUID IDENTITIES

Létard noted that “companies want to be citizens” these days, seeking, for instance close community links in what she termed “difficult” neighbourhoods.

Balustre d'Erneville mentioned that companies could work to integrate people from different cultures, focusing on core values that would help people to operate in an international world – a theme taken up by Sara Silvestri.

Silvestri, a lecturer at City University, London, first drew attention to one of the central problems she encounters when advising policy makers in the EU – the fact that they often seek to identify an identity, without reflecting that it is a fluid phenomenon. We should help new immigrants to integrate, “not regard them as foreigners as if they were here to contaminate us, as if our identities were fixed and immutable.” Accepting this fluidity would also help us to integrate features of other cultural identities into our own. The aim should be not to iron out all cultural differences, but to help newcomers to acknowledge a set of internationally accepted behavioural norms.

Sara Silvestri



MELTING POTS AND SALAD BOWLS

Gisèle Mandaila Malamba, the Belgian Secretary of State for Family and Disability, speculated as to whether we should look at society as a cohesive “melting pot”, requiring the development of a new collective history based on the blending of cultures, or as one she described as a “salad bowl”, based on coexistence but without homogeneity.

“It seems to me,” she said, “that the ‘melting pot’ model is more appropriate in this era of globalisation, as it invites us to participate in a more constructive manner in a global society from which new, mixed identities will inevitably have to emerge.”

However, all groups have the right to guard their own customs and traditions. Responding to a question as to whether this worked in Belgium — with its fault lines between its Flemish and Walloon communities — she said the country has a tradition of pluralism, despite the attempts of extremist groups to emphasise differences.

THE ROLE OF WOMEN

The panel agreed that education was a key to providing a platform for successful integration, and Silvestri pointed out the need to encourage good teachers to stay in deprived inner-city areas. Silvestri expressed scepticism of top-down approaches that sought to impose integration, and Mandaila emphasised that government is only one actor in achieving successful integration. Society, she felt, does not need more laws to integrate people, underlining that people have to respect the laws that exist for all citizens. Existing laws could be adapted, but



Julia Harrison



Valérie Létard

separate legislation could lead to ghettos. Women have a key role to play in transforming society: “Women transmit values, and they’re very strong... They can say they want change and they want respect for diversity,” she concluded.

KEYNOTE:

 **Valérie Létard**, Secretary of State for Solidarity, France


SPEAKERS:

 **Sylviane Balustre d’Erneville**, Director, Diversity and Inclusion, L’Oréal, France

 **Gisèle Mandaila Malamba**, Secretary of State for Family and Disability, Belgium

 **Sara Silvestri**, Lecturer, International Relations & Religion in Global Politics, City University, London, UK

MODERATOR:

 **Julia Harrison**, Managing Partner, Blueprint Partners, UK/Belgium

Women for Education

Education and the fight against child exploitation

The child sex trade in the Far East is booming, with huge amounts of money being made by those who exploit minors. But businesses can help by funding education and training programmes to keep young people out of the sex industry.

Few subjects are more harrowing than child abuse. This discussion revealed just what a serious issue it is, particularly in South East Asia. Moderator Karine Guldemann began by citing a few statistics that illustrated the size of the problem in chilling detail.

Over 30% of children born in South East Asia are sexually exploited and of these kids, 50% of these are under 16

Karine Guldemann

The sex industry in South East Asia, and that includes money made from the sexual abuse of children, is worth between six and seven billion dollars a year, she said. "It's bigger than the trade in illegal drugs," she explained. This huge money-making machine wrecks the lives of millions of the region's children. "Over 30% of children born in South East Asia are sexually exploited and of these kids, 50% of these are under 16," she said.



Left to right: Aude Zieseriss de Thuin, Jean-Paul Bailly



Left to right: Didier Bertrand, Jacqueline Bruas, Carlos Ghosn, Chekeba Hachemi



Valérie Toranian, Fondation d'entreprise ELLE

Didier Bertrand works in Laos for AFESIP, a non-governmental organisation that tries to help women and girls who are ensnared by the sex industry break free and build new lives. One of the biggest problems is the often very close relationship young girls develop with the pimps who exploit them.

Often the poorly educated girls see these abusers as friendly, helpful people who have found them work and will sometimes allow them to send money back to their families. It can take months of painstaking psychological work to encourage girls to see the pimps for the manipulative abusers they are and find the courage to leave them, Bertrand said. The authorities in Laos are also not as helpful in tackling the problem as they might be, he added. "There is no point asking the police to raid a bar where child prostitutes are working, they just won't do it," he said.

Many women in Laos also seem unwilling to try to help girls who have become trapped in a life of prostitution. This is particularly true of members of Laos' ruling communist party, Ber-

trand said. "Women are extremely tough on the girls. You will often hear that these girls are losers, that they are lazy and do not want to do a proper job," he explained.

He also said that in recent years he had seen a worrying trend of younger and younger girls ending up as child prostitutes. "We now quite often see girls as young as 12 or 14," he explained. One of the main reasons for this development was the demand for virgins among men visiting Laos on business. "The demand for virgins is constant" he said.

Bertrand said AFESIP has set up a number of projects designed to offer young girls an alternative to prostitution. One scheme helps train girls to become hairdressers or beauticians. Another has helped set up a factory that produces artificial flowers.

For her part, Jacqueline Bruas explained the work of her organisation ACPE, which fights child prostitution and is particularly concerned with the problem of children caught up in the sex tourism industry.

Bruas said she wanted major international companies to do more to explain to employees who may be sent on expatriate assignments that sexual tourism was in no way just a bit of harmless fun. "Sexually exploiting children is a crime and so is watching images of other people sexually exploiting children," she said, pointing out that people who look at child pornography should not think they are exempt from prosecution. So far, her efforts to encourage firms to support her campaign had met with mixed success, she explained.

Carlos Ghosn



Jean-Paul Bailly



Women for Education corner

"When I go and speak to firms they support what I'm doing. But then they say, 'of course we have no such problems in our company'," she said. "I am still looking for three major companies to sign a charter on this," she said, arguing that such a commitment would really help to get the ball rolling for her campaign.

Bruas also said that people engaging in sexual tourism ran a very real risk of contracting serious sexually transmitted diseases such as AIDS, which they could bring back to their home countries and pass on to wives or girlfriends.

SPEAKERS:



Jacqueline Bruas, President, ACPE, France



Didier Bertrand, National Project Director, AFESIP, Laos

MODERATOR:



Karine Guldemann, Chief Representative, Fondation d'entreprise Elle, France

Portrait: Chekeba Hachemi

In May 2007 the Women's Forum for the Economy and Society and ELLE magazine joined forces to create "Women for Education," a programme aimed at the promotion of education and training of women across the five continents.

Chekeba Hachemi



A wide-ranging appeal for project proposals was launched in May and June 2007 in ELLE magazine in France and in nine of its international editions, including South Africa, Belgium, Brazil, China, the United States, Russia, India and the Middle-East. NGOs were invited to apply and present a project to the ELLE Foundation and its partner "Aide et Action."

Of the 50 projects received, three finalists were selected and invited to attend the Women's Forum in Deauville. Participants in the Forum were called to vote and elect the best project. The winner received a cheque for €100,000 presented by Carlos Ghosn, President and CEO of Renault. The Fondation d'Entreprise La Poste supported this initiative with a contribution of €20,000.

This year the prize was awarded to Chekeba Hachemi and her NGO, *Afghanistan Libre*, an organization working for the economic, social and political development of young Afghan girls and women in Paghman, in Kabul province.

Hachemi was born in 1974 in Kabul. She fled the country in 1986 and arrived in France at the age of 11. She created *Afghanistan Libre* in 1996 and has implemented many micro projects, in the fields of education and rural development, essentially for women. Hachemi was the first woman to be appointed to a diplomatic post by the Afghan provisional government. She was named First Secretary at the Afghan Embassy to the European Union in 2002. In 2005, she became Counsellor to the first Vice-President in charge of large projects and national priorities. In 2007, President Karzai named her Minister-Counsellor, based in Paris.

The other two finalists in the programme were a micro-credit and vocational training project for women in Benin, presented by ECIDEC; and a social project for the reintegration of girls and adolescents victims of sexual exploitation in Laos, presented by AFESIP.



Pierre Briannon

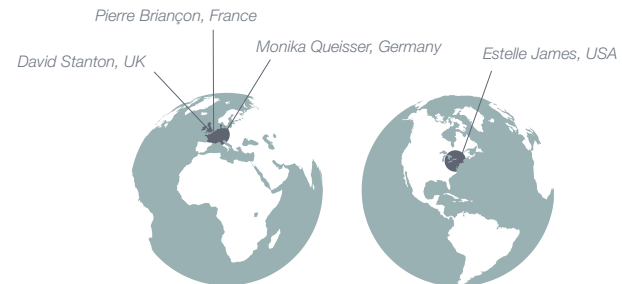
How can we guarantee our welfare systems in this ageing world?

Women are an under-used resource in the labour market, and boosting their numbers in the workforce could be a vital weapon in the battle against the looming global pensions crisis.

There is no other way around it: if we want our pension systems to survive, we are all going to have to work a lot longer. While panelists' views may have diverged on various aspects of the pensions' issue, this was one conclusion with which everyone agreed.

"The minimum retirement age is going to have to be 70," said Social Policy Consultant David Stanton. He added that we should also be prepared to see this pushed back even further as average life expectancies continued to rise.

"Raising the retirement age is a very powerful option," said Estelle James of the World Bank. She added that at she had come across situations in some countries where "some people spend more time in retirement than they do working," and that this was clearly unsustainable in the long term. Monika Queisser of the OECD broadly echoed her co-panelists' analysis of the current situation. "More people need to work and they need to work longer," she argued.



WOMEN ARE A RESOURCE

The role women have to play in ensuring that our pension systems can survive the phenomenon of an ageing population emerged as a crucial theme. One issue raised was the fact that in many countries, women are an under-used resource in the labour market. A number of reasons were given for this, many of them depressingly familiar. All three panelists noted that women often take career breaks or stop working altogether after having had children. A lack of adequate, affordable childcare provision was highlighted as one of the main causes for this.

Women are increasingly feeling they must choose between having a career and having children, and that stark reality is having a negative effect on birthrates in many countries that do not provide sufficient childcare.

Here again, there was a direct link with the pensions conundrum. Most pension schemes still rely on people of working age financing the pensions of retired people. Fewer children being born means fewer future working adults to support the elderly in this way.



Estelle James

AFFORDABLE CHILDCARE

"It is no surprise why the fertility rate in France is now the highest in all of Europe," argued Queisser, pointing out that France offers excellent, affordable childcare and also has a very high proportion of working women.

Aside from the need to encourage more women into the workplace to help ensure societies generate enough money to finance welfare systems, the question of women in retirement was also raised, with important demographic issues coming into play.

Women, on average, live longer than men. This means that among the oldest members of our societies, people who are 80 years old or over, there are many more women than men. Sometimes these women will have relied on their husbands' pensions for much of their retirement years as they will have had to raise children rather than be in employment earlier on in life. In other cases, they will have to survive on very modest pensions from low-paid or part-time jobs. What seems clear is that in many countries, some of society's oldest, poorest members are women.

The debate over how social schemes should be reformed to take into account the new demographic realities centred around one key issue: How much pension provision should come from private sources, like managed pension funds, and how much should be provided by the state.



I don't see any of our countries prepared to let people die in the streets

Monika Queisser



Monika Queisser



Pierre Briançon



Left to right: David Stanton, Monika Queisser, Pierre Briançon, Estelle James

TWO-PILLAR SYSTEM

James argued that a two-pillar system would seem to be the best way forward. “One pillar would be a retirement savings element. The other would be a publicly financed part,” she said. Stanton agreed that private funds could be useful in certain circumstances, essentially for relatively wealthy pensioners. “If you are rich and throwing buckets of money into a funded scheme then the amount you pay someone to manage that scheme is proportionally low,” he said.

This was not the case for pensioners with modest revenues however. “You cannot base the provision of small pensions on the vagaries of the financial markets,” he said. For low income pensions, a state-managed scheme was still the best, most cost effective option he argued.

Queisser’s analysis of how pension schemes are likely to develop painted a harsh but not completely bleak picture. “I don’t see any of our countries prepared to let people die in the streets,” she said. But at the same time both she and the other panelists made it clear that they believed the era of retirement schemes that allowed people to stop work at 55 or 60 and live for perhaps more than 30 years on a comfortable income was inexorably drawing to a close.


*You cannot base
the provision of small
pensions on the vagaries
of the financial markets*

David Stanton

SPEAKERS:

-  **Estelle James**, Former Lead Economist, The World Bank, USA
-  **Monika Queisser**, Senior Social Policy Analyst, OECD, Germany
-  **David Stanton**, Former Chief Economist, Department for Work and Pensions, UK

MODERATOR:

-  **Pierre Briançon**, Paris Correspondent, Breakingviews.com, France

PROJECT

WALC Women Actors for Leading Change

This initiative of both Reporters d'Espoirs and the Women's Forum with the support of the Groupe Caisse d'Epargne, WALC (Women Actors for Leading Change) offers opportunity to four exceptional women to present their work in helping women in their own country. Genius "actors for leading change", the selected women interacted with the participants of the Women's Forum during a presentation of their actions in plenary sessions and serve as role models in motivating them to bring about change around them.



Anne-Sophie Jourdain, Groupe Caisse d'Epargne



Christine Fontanet, Reporters d'Espoirs

DORA AKUNYILI

Internationally renowned pharmacist and pharmacologist, Dora Akunyili is Director General of Nigeria's National Agency for Food and Drug Administration and Control (NAFDAC).

The agency has the responsibility of ensuring that food, drugs and other regulated products have the requisite standard for safety, quality and efficacy. It works to prevent the dumping of sub-standard and unregulated products in Nigeria as well as to ensure that local manufacturers operate in accordance with legal requirements. Professor Akunyili was appointed Chairman of the West African Drug Regulatory Authorities Network (WADRAN) in March 2006 and Vice Chairman of the International Medical Products Anti-Counterfeiting Task Force (IMPACT) in November 2006.

Holder of a doctorate degree from the University of Nigeria, Professor Akunyili won the best student award in the school of Pharmacy and the Vice Chancellor's Postgraduate and Research Leadership prize in the Faculty of Pharmaceutical Sciences. Since 1994, she has worked in various capacities for the Nigerian government at local, state, zonal and federal levels. She has served as Zonal Secretary of the Petroleum Special Trust Fund.



Dora Akunyili

Professor Akunyili has received over 450 awards and recognitions locally and internationally including the Integrity Award by Transparency International (2003). She was named one of the 18 heroes by Time Magazine (2005) and won the Grassroots Human Rights Campaigner Award given by the Human Rights Defense Organization (2005). She was named Person of the Year 2005 by Silverbird Communications, Nigeria (2006).

RUNA KHAN

Executive Director of the NGO FRIENDSHIP.

Registered as an NGO in 2003, FRIENDSHIP is an organisation whose mission is to help the poorest of the poor in the nomad islands (the Chars) and other areas of Bangladesh. The NGO seeks to address the health and development needs of the most marginalized segments of the population.

Khan also works for the University Press and publishes educational books for children on history and geography. She lectures on story-writing, book design and publication in various educational institutions. Khan also worked in human resource management and administration and founded TRL (Technolo-



Runa Khan

gies and Realtors Limited), a security services company. She is the only woman in Bangladesh to have managed 140 guards, including ex-army cadres. Khan has also worked with companies such as Concorde, HSBC, Bengal Group etc, as well as being part of the French team on the TV programme "Thalassa". She has worked for National Geographic, and for the BBC when she was the on-screen partner of the presenter in the broadcast "Going to Extremes". Khan received the Women Entrepreneurship Award by Arthokonto in 2003 and the Rolex Awards (associate laureate) in 2006.

ANNE-CHRISTINE BANDIN

A banking executive concerned about the future of her fellow citizens and convinced that state handouts are contrary to the dignity of man, teamed up with her friend Marielle Baudet to create the association APPROCHE.

APPROCHE, an association dedicated to the reintegration of people excluded from society, bases its action on "reintegration through paid work." It recruits people in extremely reduced circumstances and offers them jobs in its workshop devoted to



Anne-Christine Bandin

the sorting, recovery and sale of miscellaneous items: furniture, clothes, crockery, books, records, trinkets, etc. Today, APPRO-CHE provides 17 jobs mostly entrusted to women in positions of great distress but who have the “courage to assume a job” after, at times, extremely long periods of exclusion.

Since 1997, more than 80 people have been put back on the rails of employment and regained confidence in their abilities by developing their personal resources.

Everyday, the warehouse receives 600 kilos of recovered items, and attracts more than 100 buyers. The social solidarity dimension developed by APPRO-CHE also finds expression in the support it gives to other humanitarian organisations in the form of furniture provided for subsidized accommodation and in its contribution to environmental protection by giving recycled items a second lease on life.

GILLIANE LE GALLIC

President and Founder of ALOFA TUVALU and TV Producer, Director and Journalist, in France.

Small is beautiful: Develop Tuvalu as a replicable model for environmental living



Gilliane Le Gallic

The low-lying Pacific “paradise island” of Tuvalu is living on borrowed time, as rising sea levels caused by climate change threaten to swallow it up completely. “It’s one of the smallest nations on Earth,” said Gilliane Le Gallic. Tuvalu has a population of 11,000 living on nine islands spread over a million square kilometres of ocean with a combined land mass smaller than Manhattan.

With her documentary, “Trouble in Paradise: The disappearing of Tuvalu,” Le Gallic seeks to use the island as a symbol of what will happen in other parts of the world. In 2006, she filmed the main island being submerged for three days, swamped by high tides, now a regular phenomenon that used to only occur during high tides at the equinoxes.

She created an NGO named ALOFA TUVALU (To Love Tuvalu) which aims to become a model for the rest of the planet. ALOFA TUVALU is working with the local population to promote sustainable living and focuses on the use of a combination of renewable energies and the training of local inhabitants, in particular the women on how to use biofuels. The NGO is struggling against the clock. “What happens to a nation when you don’t have land any more?” asked Le Gallic.

Force Femmes

Force Femmes is an association created in 2005 by women business leaders after attending the first edition of the Women's Forum. Force Femmes supports women over 45 looking for a job.

FORCE FEMMES' OBJECTIVES ARE:

- Guide women over 45 in their search for work by putting them in the best possible conditions in terms of autonomy and employability
- Introduce job seekers to new professional horizons, help redirect them and support their will to change via personal coaching
- Create a link between women and their potential employers
- Help provide companies with human resources
- Provide information and support on business creation projects



NON-PROFIT ORGANIZATION FOR WOMEN EMPLOYMENT

FOUNDED IN 2005 IN THE FRAME OF THE FIRST WOMEN'S FORUM, FORCE FEMMES IS DEDICATED TO HELP AND SUPPORT WOMEN OVER 45 IN THEIR JOB RESEARCH.

FORCE FEMMES' OBJECTIVES

Support women over 45 in their job search
Open to new professional areas
Support changing skills
Link women with potential employers
Provide information & help on business creation projects

FORCE FEMMES' SUPPORT TO WOMEN

Individual support via individual interviews, coaching sessions and skills assessments
Collective support by organizing information meetings, workshops, active support groups, collective coaching and business creation forums



Force Femmes aims at connecting women to companies in order to maximize their integration, participate to the public debate and set up partnerships with institutions and companies favorable with diversity matters and women's integration.

FORCE FEMMES IN ACTION SINCE 2005

1 000 women individually supported
200 women successfully found a job via Force Femmes
12 local chapters
80 active volunteers

More information on www.forcefemmes.com

5, rue Drouot - 75009 Paris, FRANCE - ☎ +33 (0) 1 42 45 15 30 - info@forcefemmes.com

TO DATE FORCE FEMMES HAS SCORED IMPRESSIVE RESULTS:

- More than 1600 women have signed up on the website
- More than 1100 women have contacted the association
- More than 180 women have found work
- Some 75 volunteers are active in France

Force Femmes' is supported by: Suez, Crédit Agricole, Fondation d'entreprise ELLE, Caisse des Dépôts, French Ministry of Employment, Social Relations and Solidarity.

For more information:
www.forcefemmes.com.



Ayo Obe

Filling the trust deficit: The rise of civil society

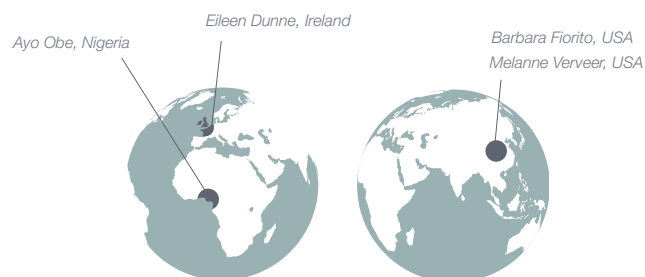
As the global influence of NGOs increases, they are coming to be recognised as a radical new means of holding our institutions accountable, forcing corporations to be socially responsible and handing back power to the people.

Eileen Dunne, of the Irish television network RTE, recalled that former United Nations Secretary-General Kofi Annan once described non-government organisations (NGOs) as the world's new superpower. And Barbara Fiorito, of Fairtrade Labelling Organizations International forecast that their influence, which had increased in recent years, would grow still further as they joined forces and worked together, enabling them to deliver a more coherent message.



*If NGOs had not campaigned
for 'trade not aid', maybe
we would have signed away
more of our patrimony*

Ayo Obe



CONSOLIDATE

She cited the example of Oxfam, which in Cambodia merged seven Oxfam groups from different countries for the sake of efficiency, initiating the establishment of a global entity for the charity.

NGOs needed to evolve to become more influential. Collaboration with business could help companies improve their brands, comply with higher standards and convince the public of their commitment to social responsibility, thus fulfilling the new buzzword: "corporate social and environmental accountability".

CERTIFICATION SCHEMES EXPAND

An example was Fairtrade, a certification scheme which guarantees that producers in the developing world are getting a fair deal. Consumers worldwide spent \$2.2bn on Fairtrade-labelled products in 2006, a 42% increase on the previous year, directly benefiting over 7 million farmers, workers and their families in developing countries.

Starbucks was now selling Fairtrade coffee, she said, and in Britain the pro-organic Soil Association and the Fairtrade movement had joined forces to certify a brand of organic Fairtrade coffee that was now the fastest-growing make in the retail coffee trade in the UK.

Certification schemes were expanding from food and drink products to include garments and textiles. This was an example of the way in which NGOs could in effect help change the way businesses, and even financial institutions behaved. She cited the example of banks that had signed on to the “Equator Principles,” a set of voluntary guidelines for managing environmental and social issues in project finance.



Barbara Fiorito

Eileen Dunne, Barbara Fiorito, Ayo Obe, Melanne Verveer



NGOs had also learnt to avoid the danger of providing ready-made solutions for developing countries that ignored local issues and local people. Oxfam, for example, worked only with local partners, and where it was providing emergency relief, tried to source materials locally. It had now become the norm for international NGOs to work through local partners. “If an NGO is not working with a local NGO, ask why”, Fiorito commented. “It’s rarely defensible.”

This could lead to more ‘South-South cooperation’ between developing countries, citing the example of the Fairtrade movement that was “providing African producers with the capacity to help producers in other African countries.”

PIONEERS

Melanne Verveer, Chair of the Vital Voices Global Partnership, agreed that today government, business and civil society were working together better than in the past, and predicted there would be more partnerships in the future. However, Verveer



Melanne Verveer

warned that NGOs that provide services for businesses ran the risk of compromising themselves: they would be better off confining themselves to setting standards, running certification schemes, and monitoring compliance.

She stressed that women in particular, within the NGO movement, often acted as pioneers. Women's rights, for example, had become established on the Human Rights agenda as a result of activists' work at the international Women's Conference in Beijing in 1995.

Asked about how the public could decide which NGOs to support, Verveer pointed to a need for third party guarantors who could report on NGO efficiency.

Ayo Obe, Chair of the Steering Committee of the World Movement for Democracy, emphasised the need for NGOs to focus on the problems they set out to resolve at the time of their creation. Ideally, she said, every NGO should be working towards its own obsolescence – “or it probably isn't doing a good job”- and avoid creating dependency.

TRADE NOT AID

New NGOs arose in reaction to specific issues. She recalled that but for an NGO campaign over 'trade not aid' in the world trade negotiations in Geneva: “Maybe (Nigerian diplomats)

would have signed away more of our patrimony,” Obe said.

She warned that in countries where NGOs were overly dependent on outside funding, governments could be in a position to accuse them of working for a foreign agenda. However, she noted that: “We should be clear where accountability lies. It's governments who are accountable. We can't blame Oxfam if it doesn't turn up with food relief.”

Part of the job of NGOs was to empower citizens, so they in turn could hold their local institutions accountable. It was a way of handing power back to the people. Verveer agreed that it was “noble” for citizens to join together to address problems, and helped them to run their own lives. ■

SPEAKERS:



Barbara Fiorito, Chair of the Board of Directors, Fairtrade Labelling Organizations International, USA



Ayo Obe, Chair of the Steering Committee, World Movement for Democracy; Chairman of the Board of Trustees, the Goree Institute, Nigeria



Melanne Verveer, Co-Founder and Chair of the Board, Vital Voices Global Partnership, USA

MODERATOR:



Eileen Dunne, Newsreader, Nine O'Clock news bulletin, RTÉ, Ireland



Left to right: Ana Palacio, Laurence Parisot

Strengthening social cohesion, building trust: Some ways ahead

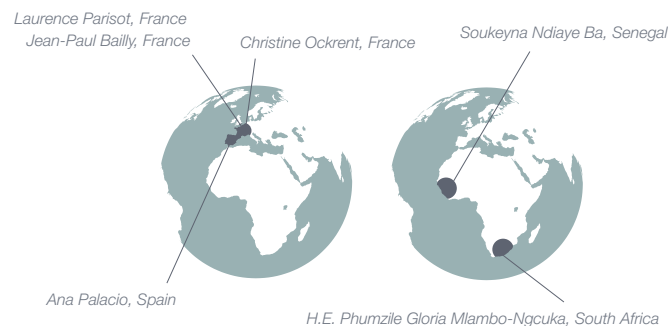
Nothing undermines trust as much as governments that are incapable of dealing with issues of great public concern. Leaders who simply build a 'wall' against immigration are losing what could be valuable assets to their nations.

Wrapping up the morning's thematic debates on various aspects of social cohesion, this plenary session endeavoured to find the focus for the way forward. If it were to be summarized in one word, that would be "opportunity."

It was felt that a lack of social cohesion resulted primarily from the exclusion of whole sectors of national populations, or even entire regions of the world, from opportunities to become integrated and productive actors in the civic, economic and political spheres.

*The more opportunities
there are to trade, the more
opportunities there are to create
wealth*

Laurence Parisot



The question was not one of giving charity to the poor but of lifting them out of that condition by integrating them into the workforce to end the cycle of multigenerational poverty, said South African Deputy President Phumzile Gloria Mlambo-Ngcuka. This was particularly relevant in her country where a majority of the population is under 21. "Youth entry into the labour market is very difficult. This should be our focus, to give young people a chance to earn a wage, not to depend on handouts. Not to think about that is detrimental to society as a whole," she said.

BEWARE OF THE WEALTH DIVIDE

This reasoning was applicable to all societies, in wealthy and developing countries alike, participants heard. The World Bank's Ana Palacio pointed out that the wealth divide that

threatened social cohesion was not exclusive to the poorest countries. Some 70% of the world's poor lived in fast-growing middle-income countries, she said.

In Europe, large numbers of young people and particularly those of immigrant backgrounds are excluded from economic spheres for a host of reasons, with resulting problems of violence and religious fundamentalism. It was necessary to “channel youthful aggressivity into economic ambition,” said Maria Livanos Cattai. This meant investing in and celebrating immigrant leaders who can serve as role models to promote integration, she added.

Successful immigrants should also be used as vectors of development in their countries of origin, Soukeyna Ndiaye Ba of Senegal suggested. She cited a striking statistic: the transfer of funds from the Senegalese diaspora to the home country is equivalent to one-third of that state's annual budget. “The challenge is in linking with the diaspora to ensure that that money goes to financing development,” she said.



Soukeyna Ndiaye Ba

Jean-Paul Bailly



WORKING WITH THE DIASPORA

The World Bank's Palacio highlighted the importance of partnership with regard to migration. “No unilateral policy will be effective. We must create opportunities in countries that are sources of emigration.” This had to be a joint effort by governments, individuals, civil society, NGOs, the diaspora and multilateral institutions like the World Bank, she said. “There is no cookie-cutter solution, no silver bullet,” she warned.

Palacio agreed that what she termed “circular migration,” or the return of emigrants to their countries of origin, merited encouragement. “What if the diaspora had the opportunity to go home and participate in development projects, but with the guarantee of re-admittance to their adopted countries upon their return? We have to explore that,” she said.



Laurence Parisot, Christine Ockrent

TRADE AS OPPORTUNITY

Trade was identified as a crucial field of action to create opportunity on an international level, and by extension, within poorer countries. “The more opportunities there are to trade, the more opportunities there are to create wealth,” said Laurence Parisot of the MEDEF, the French union of employers. Parisot called for governments and economic actors to keep this in mind and “show a minimum of solidarity with poor countries” during upcoming World Trade Organization talks. “We must do everything in our power to ensure that the Doha round (of talks) is a success,” she said.

Speaking from the point of view of her home country of Senegal, Ndiaye Ba agreed. “We are simply asking that our products

may be sold to Europeans. Today we are excluded from this market,” she said. “We’re not asking for donations. We’re asking that people’s talents and capacities be recognized and that they can sell what they produce,” she said.

FAIRNESS NOT CHARITY

French Employers’ Federation’s Parisot reiterated that it was not a question of charity but a question of fairness and of equality of opportunity. “Opportunity is the name of the game, and the game is economic. We must accept that now the game is global,” she declared. “We have to develop trade, but fair trade. We have to play a fair global game.”

Education and knowledge transfer were also key to building social cohesion. “One of the biggest threats to democracy in South Africa is the shortage of skills,” Deputy President Mlambo-Ngcuka said. One of the cruelest tragedies of apartheid was that it excluded a majority of the population from acquiring skills. Now, the country was in an economic boom, but “we can’t keep up in terms of skilled manpower,” she said. “It has to be business as unusual to deal with this problem.”



Laurence Parisot



H.E. Phumzile Gloria
Mlambo-Ngcuka

MENTORING

Participants called for increased mentoring on the part of private business, targeting both domestic populations and potential economic actors in developing countries. This required time and generosity, but it was both feasible and in everyone's interest, they agreed. Jean-Paul Bailly told of an interesting initiative taken by the postal services of industrialised nations by which a voluntary tax is applied to finance the improvement of postal services in developing countries.

Finally, there was the question of individual responsibility. From the floor, consultant Liz Padmore reminded the gathering that the average CEO salary in the US is 369 times that of the average wage-earner. "Maybe business should develop a sense of shame," she said.

As South Africa's Mlambo-Ngcuka put it, "We can't have more for the poor if we don't give up something. There are personal decisions we have to make." ■

Ana Palacio



Laurence Parisot

SPEAKERS:

-  **Jean-Paul Bailly**, Chairman, Groupe La Poste, France
-  **H.E. Phumzile Gloria Mlambo-Ngcuka**, Deputy President of the Republic of South Africa
-  **Soukeyna Ndiaye Ba**, Chairwoman and founding member of FDEA; Former Minister of Cooperation, Senegal
-  **Ana Palacio**, Senior Vice-President and General Counsel, The World Bank, Spain
-  **Laurence Parisot**, President, MEDEF, France

MODERATOR:

-  **Christine Ockrent**, Journalist and Author, France Télévision, France


Part 4 | Programme and other Highlights

The critical role of whistle-blowing in our societies

Perception of corruption and the place of women in anti-corruption systems

An exclusive survey carried out by Ricol, Lasteyrie & Associés.

Corruption has become a major theme in political and economic debate, and it is now obvious that society must take measures to combat this phenomenon. The World Bank estimated that over a thousand billion dollars were embezzled, laundered or just disappeared in 2001-2002: this is around 3% of the total exchanges in the world over this same period.



“When studying the consequences of [the Enron] crisis I could see that whenever a woman held a significant position inside the company (...) [it] was better protected or less at risk. I wanted to confirm what I perceived empirically in an international survey.”

René Ricol

In order to analyze this phenomenon, Ricol, Lasteyrie & Associés undertook a study carried out by the CSA (Chartered Security Analyst) institute in 2007 on how corruption is perceived and the place of women in anti-corruption systems in Italy, France, Germany and the United States. Several conclusions emerged:

– The level of corruption is perceived as high in all countries, but the intensity still varies from one country to another: more than 9 out of 10 Italians consider corruption to be widespread in their country whereas only two thirds of French people make the same assertion about France.

– The motivation for corruption seems more linked to the search for power than money.

– In all countries corruption seems to be represented differently between men and women since men and women are not perceived as equal toward corruption for a variety of reasons.

Women are perceived as being well placed to fight against corruption: in all countries, respondents widely asserted that there would be less corruption if there were more women in positions of responsibility.

“...The criminal society is 95% masculine. Therefore there is nothing surprising in the perception of corruption being basically masculine,” commented Xavier Raufer, criminologist and director of studies at the “Analysis of contemporary criminal threats” Department, University of Paris II-Assas.

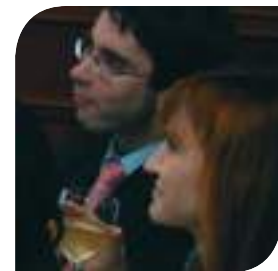
Added Melanne Vermeer, Co-founder and Chair of the Board of Vital Voices. “In the United States where (women) appear to be in a position of strength, surveys show that there is a drop in corruption. The more women there are in public life, the less corruption there will be.”



Luncheon at the Hotel Royal Barrière



René Ricol



Participants

INTRODUCER:

René Ricol, President, Ricol, Lasteyrie & Associés, France

KEYNOTE:

Marianne Camerer, Co-Founder and International Director, Global Integrity, South Africa

MODERATOR:

Sonia Bonnet, Partner, Ricol, Lasteyrie & Associés, France

LUNCHEON IN PARALLEL hosted by **CEGOS**

A tale of courage in reporting...



Luncheon at the Hotel Royal Barrière



May Chidiac



Participants



Catherine Goutte

KEYNOTE:

May Chidiac, Journalist, Lebanon

MODERATOR:

Catherine Goutte, Director
of Development, Cegos,
France

Social entrepreneurship, the way I see it



Rama Bijapurkar

KEYNOTE:

Rama Bijapurkar,
Market Strategy
Consultant, India

MODERATOR:

Marina Eloy, Head
of Human Resources,
ING Group,
The Netherlands



Participants



Luncheon at the Hotel Royal Barrière

The Darfur crisis: Is there an end in sight?



Caryl Stern



Participants



Caryl Stern



Caryl Stern

KEYNOTE

Caryl Stern, President,
UNICEF, USA

MODERATOR

Dayle Haddon, Founder
and CEO, DHC Inc.; UNICEF
Ambassador, USA

Helping manage globalisation: How some international organisations can make a difference



Marianne Camerer



Ana Palacio



A participant

KEYNOTE:

Ana Palacio, Senior Vice-President and General Counsel, The World Bank, Spain

MODERATOR:

Ellen Simons, Senior Vice-President, Global Head of Diversity and Inclusion, ABN AMRO



Left to right: Ana Palacio, Amélie d'Oultremont, Ellen Simons

Creating trust through a “values-added” foreign policy



Bernard Kouchner

The leading cause of infant mortality throughout the world, and women know this, is intestinal infection. The second is banal respiratory infections that 40 low-cost drugs would suffice to treat

Bernard Kouchner

KEYNOTE:

Bernard Kouchner, Minister of Foreign and European Affairs, France

Bernard Kouchner



The most positive aspect of globalisation is obviously the prospect of world-wide health care

Bernard Kouchner



An impressive table

Anne Lauvergeon,
Bernard Kouchner

Deborah Hopkins



Bernard Kouchner, Samuel DiPiazza



Bernard Kouchner

PEOPLE & ATMOSPHERE



The Orange team with Didier Lombard in front of the Orange Workspace Café



Philippe Augier, Mayor of Deauville, receiving gifts from the Chinese delegation



Participants



Participants



Gabriela Carvalho (American Express),
Rising Talents 2007



Laurette Glasgow (Ambassador of Canada in Brussels), Aude Zieseniss de Thuin, H  l  ne Deslauriers (Bombardier)



Left to right : Nathalie Vranken, Aude Zieseniss de Thuin and participants



Cartier cocktail reception



Plenary room



POP Champagne specially designed by Pommery for the Women's Forum



Small starters

Women's Forum blog

coached by Alix de Poix
and Bruno Giussani
powered by Orange



Bruno Giussani

For the first time this year and thanks to technical support from mobile telephone operator Orange, the Women's Forum for the Economy and Society ran a blog that was updated throughout the conference's proceedings.

With the theme "Building Trust Through Future Generations," the blog was created in partnership with Citi & Hudson. The Women's Forum invited a delegation of MBA students to Deauville to represent a few of the top business schools in the world. Each delegation was made up of three students—two girls and a boy. The participating schools were:

France: ESSEC

Spain: IESE Business School

Sweden: Stockholm School of Economics

UK: London Business School

US: Harvard Business School

The students attended all of the Forum's sessions and participated in the debates. Mentored by well-known and respected international bloggers, the students noted the highlights of each session and reported live by uploading their comments in real time.

Most of the students were non-native English language speakers and arrived in Deauville without previous blogging experience. Yet they delivered a lively collaborative summing up of the Forum and its themes and the key moments. They produced portraits of the participants, capturing the atmosphere and noting the important things that were said.

"Attending the Women's Forum was an enriching, inspiring and empowering experience for me. I met entrepreneurs and leaders from different walks of life, ranging from non-profit workers to people in fashion, politics, media and banking," enthused Joysy John, a student at the London Business School. "I was inspired by the women I met who are making a difference in the world and are so passionate about what they do. Attending the conference really made me ask myself: What am I passionate about and what do I want to do for the rest of my life?"

Said Ivonne Arciniega of IESE: "Writing on the blog in a foreign language - my mother tongue is Spanish - was a real challenge: but now that I've started, I don't expect to stop."

For Camilla Quental of HEC, the experience was worthwhile too. She said: "The Women's Forum is not only a gathering of important women (and men) but also a place where people discuss the future, the environment, politics, world conflicts and current crises, such as the one in Darfur."

*I was inspired by the women
I met who are making
a difference in the world
and are so passionate
about what they do*

Joysy John

Posting Talents

by **Alix de Poix**

This year saw the launch of the Women's Forum's first live blog. A group of students from leading business schools around the world were invited to Deauville. With the diversity of gender, colour, religion, nationality, age, the team was representative of the Forum itself.

The bloggers were free to go everywhere, and few limits were imposed on their creativity. The rules were simple: respect for the individuals and transparency of the information.

Alix de Poix



The student delegation with Alix de Poix (sitting) and Bruno Giussani (up right)

We gave them our trust and they acted upon it, obtaining all the interviews they wanted. They worked hard but with a smile; they are talented, but modest, with a head full of dreams but already in action. Beyond the serious exterior was a rock dancing teacher, a singer, a writer, a civil society activist... Like cats, they have multiple lives and talents and do not hesitate to experiment, go down new avenues and live out their dreams. "How can you change the world, if you go linear?" said one of them. It is our responsibility to transmit our values and our experiences to the next generation. Mentoring is a win-win undertaking – it benefits both the taker and the giver. It is not just a nice thing to do, it is a necessity. It builds links in the chain and fosters continuum. It puts more humanity into the world. It is accepting to give up pieces of our power. If we start doing it on an individual basis, maybe one day, we can hope to be able to do it on a more global scale, helping to bridge the divide between north and south, between the haves and have-nots.

THE WOMEN'S FORUM 2007 PROGRAMME

WEDNESDAY 10 OCTOBER

19:00 – 22:00 **Cocktail reception at the Villa Strassburger**
Courtesy of the Mayor's Office, City of Deauville

THURSDAY 11 OCTOBER

09:30 – 09:45 **Welcome address**

Musical opening: **Vera Tsu**, Violinist, China
Welcome address: **Aude Zieseniss de Thuin**, Founder and CEO, The Women's Forum for the Economy and Society
With, on behalf of the Chinese delegation: **Long Jiang Wen**, General Director of the International Department, All-China Women's Federation, China

09:45 – 11:00 *Brainstorming plenary session*

Rebuilding trust: An agenda for governance

SPEAKERS:

Anne Lauvergeon, CEO, Areva, France
Laura Liswood, Senior Advisor, Goldman Sachs. and Secretary General, Council of Women World Leaders, USA
Ayo Obe, Chair of the Steering Committee of the World Movement for Democracy and Chairman of the Board of Trustees of the Gorie Institute, Nigeria

MODERATOR:

Maria Livanos Cattai, Member of the Board of Directors, Petroplus Holdings; Vice-Chairman, International Crisis Group, Switzerland

11:30 – 12:45 *Panel discussion in parallel*

What should women expect from political leaders to restore the trust in our governance systems?

SPEAKERS:

Maria Angeles Amador, Lawyer; former Health Minister, Spain
Elisabeth Guigou, Member of the National Assembly and former Minister of Justice, France
Linda Lanzillotta, Minister for Regional Affairs and Local Communities, Italy
Shirin Tahir-Kheli, Senior Adviser to the Secretary of State for Women's Empowerment, USA

MODERATOR:

Christine Ockrent, Journalist and Author, France Télévision, France

11:30 – 12:45 *Panel discussion in parallel*

The values that should guide us in managing the fast-expanding frontier of science and technology

SPEAKERS:

Nick Bostrom, Director, Future of Humanity Institute, University of Oxford, UK
Habiba Bouhamed-Chaabouni, Professor of Medical Genetics, Tunis University, Tunisia
Monique Canto-Sperber, Director, Ecole Normale Supérieure, France
Julia Moore, Deputy Director, Project on Emerging Nanotechnologies, Woodrow Wilson International Center for Scholars, USA
John Ryan, Director, Bionanotechnology Interdisciplinary Research Center, Oxford University, UK

MODERATOR:

Maria Livanos Cattai, Member of the Board of Directors, Petroplus Holdings; Vice-Chairman, International Crisis Group, Switzerland

13:00 – 15:00 *Plenary Luncheon*

Humanitarian Action in the 21st century

KEYNOTE:

Her Royal Highness Princess Astrid of Belgium

INTRODUCER:

Yves-Louis Darricarrère, President, Total Exploration and Production; Chairman, Total Diversity Council, Total, France

15:00 – 16:30 *Panel discussion in parallel*

In the media we trust... or should we?

SPEAKERS:

Rena Golden, Senior Vice-President, CNN.com, USA
Christine Ockrent, Journalist and Author, France Télévision, France
John Thornhill, Editor, European Edition, Financial Times, UK

MODERATOR:

Liz Padmore, International Advisor and Consultant; Associate Fellow, Said Business School, Oxford, UK

15:00 – 16:30 *Panel discussion in parallel*

How increasing women's integration is changing the competitiveness picture

SPEAKERS:

Olivier Barberot, Senior Vice-President, Human Resources, France Telecom / Orange Group, France
Sandrine Devillard, Principal, McKinsey & Company, France

Laura Liswood, Senior Advisor, Goldman Sachs. and Secretary General, Council of Women World Leaders, USA

Liu Ting, President and Chair, Asia Link Group, China

MODERATOR:

Alison Maitland, Journalist and co-author of *Why Women Mean Business* (2008), UK

16:30 – 17:15 *Plenary session*

Cartier Women's Initiative Awards: Presentation of 2007 Finalists

18:00 – 19:15 *Discovery moments*

IN DESIGN WE TRUST

- **New consumer's behaviour: In design they trust!**
Nelly Rodi meets with Lenovo

SPEAKERS:

Yolanda Conyers, Vice-President and Chief Diversity Officer of Global Integration and Diversity, Lenovo, USA

Catherine Ladousse, EMEA Communication Executive, Lenovo, France

Anke Mosbacher, EMEA Marketing Executive, Lenovo, Switzerland

Nelly Rodi, President, Nelly Rodi, France

L'ORÉAL CORPORATE FOUNDATION

- **For Women in Science programme**

LIVING TOMORROW'S HOME ENVIRONMENT

- **Experience the future with Suez: Discover the house of tomorrow**

THE MEN'S CORNER

- **Improving gender diversity in companies: Why CEOs should get serious about sex**

INTRODUCTION BY:

Alison Maitland, Journalist and co-author of *Why Women Mean Business* (2008), UK

Avivah Wittenberg-Cox, Managing Partner, Diafora, France

SPEAKERS:

Russ Hagey, Worldwide Chief Talent Officer and Partner, Bain & Company, USA

Gerald Lema, President Asia Pacific, Baxter International, China

Nicolas Merindol, CEO, Groupe Caisse d'Épargne, France

MODERATORS:

Olivier Marchal, Managing, Director Bain & Company, France

Virginie Robert, Journalist, Les Echos, France

THE WRITERS' CORNER

- **Being a novelist in China**

SPEAKER:

Bonnie Fong, Blogger and Student, INSEAD, China

MODERATOR:

Irène Frain, Author, France

TRAVEL

- **Stress-free flying**

SPEAKER:

Stephane Cabarocas, Teaching Supervisor, Anti-Stress Centre and A320 Instructor, Air France, France

WOMEN FOR EDUCATION

- **Education, governance, and the fight against poverty**

SPEAKERS:

Claire Calosci, General Director, Aide & Action, France

Myriam Carbonare, President, ECIDEC, France

MODERATOR:

Karine Guldemann, Chief Representative, Fondation d'Entreprise ELLE, France

WOMEN'S HEALTH:

- **Pregnancy and Executive women... is it a challenge?**

SPEAKER:

Corinne Hubinont, Professor, Co-Head of the Department of Obstetrics, Clinique Universitaires St-Luc, Belgium

MODERATOR:

Véronique Paulus de Châtelet, Governor, Brussels Capital, Belgium

20:00 – 20:30 **Partners cocktail reception**

20:30 – 22:30 **Opening keynote dinner**

KEYNOTE:

H.E. Phumzile Gloria Mlambo-Ngcuka, Deputy President of the Republic of South Africa

MODERATOR:

Laurence Peyraut Bertier, Director of Marketing and Communications, Barclays, UK

FRIDAY 12 OCTOBER 2007

08:45 – 12:00 *Special morning programme on and for Women and Law*

08:45 – 10:00 **Gender equality in the workplace: Women's lawyers' role**

SPEAKERS:

Dominique de La Garanderie, Partner, La Garanderie & Associés; Former President of the Paris Bar, France

Ana Palacio, Senior Vice-President and General Counsel, World Bank Group, Spain

Claire Toumieux, Partner, Flichy & Associés, France

MODERATOR:

Gilles August, Partner, August & Debouzy Avocats, France

10:30-12:00 **Global Diversity in Law Firms**

SPEAKERS:

Yan Lan, Partner, Gide Loyrette Nouel Beijing, China

Elisabeth Noe, Partner, Vice-Chair, Corporate Department; Co-Chair, Attorney Development, Paul Hastings, USA

MODERATOR:

Gilles August, Partner, August & Debouzy Avocats, France

08:45 – 10:00 *Panel discussion in parallel*

Sustaining social cohesion in face of the global migration wave

SPEAKERS:

Jean-Pierre Garson, Head, International Migration Division, OECD, France

Gilles Kepel, Director of Research, CNRS/CERI; Professor and Chair, Middle East & Mediterranean, Sciences Po, France

Kathleen Newland, Director and Co-Founder, Migration Policy Institute, USA

Mari Simonen, Deputy Executive Director, United Nations Population Fund, Finland

MODERATOR:

Maria Livanos Cattai, Member of the Board of Directors, Petroplus Holdings; Vice-Chairman, International Crisis Group, Switzerland

08:45 – 10:00 *Panel discussion in parallel*

Cultural identity in a global world: Women's crucial role in imagining new futures

KEYNOTE:

Valérie Letard, Secretary of State for Solidarity, France

SPEAKERS:

Sylviane Balustre d'Erneville, Director, Diversity and Inclusion, L'Oréal, France

Gisèle Mandaila, Secretary of State for Family and Disability, Belgium

Sara Silvestri, Lecturer, International Relations and Religion in Global Politics, London City University, UK

MODERATOR:

Julia Harrison, Managing Partner, Blueprint Partners, UK/Belgium

08:45 – 10:00 *Panel discussion in parallel*

How can we guarantee our welfare systems in this ageing world?

SPEAKERS:

Estelle James, former Lead Economist, World Bank, USA

Monika Queisser, Senior Social Policy Analyst, Social Policy Division, OECD, Germany

David Stanton, former Chief Economist of the UK's Department for Work and Pensions and currently Chairman of the Indicators Subgroup of the EU Social Protection Committee, UK

MODERATOR:

Pierre Briançon, Paris Correspondent, Breaking Views, France

08:45 – 10:00 *Panel discussion in parallel*

Beware of the wealth divide

SPEAKERS:

Fintan Farrell, Director, European Anti Poverty Network; President, the Platform of European Social NGOs, Ireland

Barbara Fiorito, Chair of the Board of Directors, Fairtrade Labelling Organizations International, USA

Nora Lustig, Shapiro Visiting Professor of International Affairs, Elliott School of International Affairs, George Washington University, Mexico

MODERATOR:

Liz Padmore, International Advisor and Consultant; Associate Fellow, Said Business School, Oxford, UK

10:30 – 11:45 *Plenary debate*

Strengthening social cohesion, building trust: Some ways ahead

SPEAKERS:

Jean-Paul Bailly, Chairman, Groupe La Poste, France

H.E. Phumzile Gloria Mlambo-Ngcuka, Deputy President of the Republic of South Africa

Soukeyna Ndiaye Ba, Chairwoman and founding member of FDEA; Former Minister of Cooperation, Senegal

Ana Palacio, Senior Vice-President and General Counsel, World Bank Group, Spain

Laurence Parisot, President, MEDEF, France

MODERATOR:

Christine Ockrent, Journalist and Author, France Télévision, France

11:45 – 12:00 *Special appearance*

Speaking to make a difference

May Chidiac, Journalist, Lebanon

12:00 – 13:15 *Discovery moments*

IN DESIGN WE TRUST

- New consumer's behaviour: In design they trust!
- Nelly Rodi meets with Calypso

SPEAKERS:

Christiane Celle, CEO, Calypso, USA

Nelly Rodi, President, Nelly Rodi, France

L'ORÉAL CORPORATE FOUNDATION

- Hairdressers of the world against AIDS

LIVING TOMORROW'S HOME ENVIRONMENT

- Small is beautiful: Develop Tuvalu as a replicable model for environmental living

SPEAKER:

Gilliane Le Gallic, President & Founder of Alofa Tuvalu; TV Producer, Director and Journalist, France

THE WRITERS' CORNER

- India: Plural histories

SPEAKER:

Abha Dawesar, Novelist, India

MODERATOR:

Irène Frain, Author, France

THE MEN'S CORNER

- Improving gender diversity in companies: Why CEOs should be serious about sex

INTRODUCTION BY:

Alison Maitland, Journalist and co-author of *Why Women Mean Business* (2008), UK

Avivah Wittenberg-Cox, Managing Partner, Diafora, France

SPEAKERS:

Jean-Michel Donner, CEO, Lenovo, France

Philippe Lagayette, Senior Country Officer, JP Morgan, France

MODERATORS:

Olivier Marchal, Managing Director, Bain & Company, France

Virginie Robert, Journalist, Les Echos, France

TRAVEL

• Stress-free flying

SPEAKER:

Stephane Cabarocas, Teaching Supervisor, Anti-Stress Centre and A320 Instructor, Air France, France

WOMEN FOR EDUCATION

• Education and the fight against child exploitation

SPEAKERS:

Didier Bertrand, National Project Director, AFESIP, Laos

Jacqueline Bruas, President, ACPE, France

MODERATOR:

Karine Guldemann, Chief Representative, Fondation d'Entreprise ELLE, France

WOMEN'S HEALTH

• Vaccinations: A new therapy for cancer?

SPEAKER:

Philippe Monteyne, Vice-President and Head of Global Vaccines on Development, GSK Biologicals, Belgium

MODERATOR:

Corinne Hubinont, Professor, Co-head of the Department of Obstetrics, Clinique Universitaires St-Luc, Belgium

13:30 – 14:45 *Luncheon in parallel*

Social entrepreneurship, the way I see it

KEYNOTE:

Rama Bijapurkar, Market Strategy Consultant, India

MODERATOR:

Marina Eloy, Head of Human Resources, ING Group, The Netherlands

13:30 – 14:45 *Luncheon in parallel*

A tale of courage in reporting...

KEYNOTE:

May Chidiac, Journalist, Lebanon

MODERATOR:

Catherine Goutte, Director of Development, Cegos, France

13:30 – 14:45 *Luncheon in parallel*

Helping manage globalization: How some international organizations can make a difference

KEYNOTE:

Ana Palacio, Senior Vice-President and General Counsel, World Bank Group, Spain

MODERATOR:

Ellen Simons, Global Head of Diversity and Inclusion and HR Sustainability, ABN Amro, The Netherlands

13:30 – 14:45 *Luncheon in parallel*

The Darfur crisis – is there an end in sight?

KEYNOTE:

Caryl Stern, President, UNICEF, USA

MODERATOR:

Dayle Haddon, Founder and CEO, DHC; UNICEF Ambassador, USA

13:30 – 14:45 *Luncheon in parallel*

The critical role of whistle-blowing in our societies

INTRODUCER:

René Ricol, President, Ricol, Lasteyrie & Associés, France

KEYNOTE:

Marianne Camerer, Co-Founder; International Director, Global Integrity, South Africa

MODERATOR:

Sonia Bonnet, Partner, Ricol, Lasteyrie & Associés, France

15:00 – 16:15 *Debate in parallel*

Sustaining corporate loyalty

SPEAKERS:

Frank Brown, Dean, INSEAD, USA

Mercedes Erra, Executive Chairman, Euro RSCG Worldwide, France

Lynda Gratton, Professor of Management Practice, London Business School; Executive Director, Lehman Brothers Centre for Women in Business, UK

Michel Landel, CEO, Sodexho, France

Gerald Lema, President for Asia Pacific, Baxter International, China

MODERATOR:

Liz Padmore, International Advisor and Consultant; Associate Fellow, Said Business School, Oxford, UK

15:00 – 16:15 *Debate in parallel*

How are women shaping the business environment in the 21st Century?

SPEAKERS:

Elena Fedyashina, Executive Director, The Committee of 20, Russia

Russ Hagey, Worldwide Chief Talent Officer and Partner, Bain & Company, USA

Marie-Christine Lombard, CEO, TNT Express Division, The Netherlands

Qingyuan Li, Adjunct Professor of International Economic Department, Renmin University, China

MODERATOR:

Fiona Harvey, Environmental Correspondent, Financial Times, UK

15:00 – 16:15 *Debate in parallel*

Filling the trust deficit: The rise of civil society

SPEAKERS:

Barbara Fiorito, Chair of the Board of Directors, Fairtrade Labelling Organizations International, USA

Ayo Obe, Chair of the Steering Committee of the World Movement for Democracy and Chairman of the Board of Trustees of the Goree Institute, Nigeria

Melanne Verveer, Co-Founder and Chair of the Board, Vital Voices Global Partnership, USA

MODERATOR:

Eileen Dunne, Newsreader, Nine O'Clock news bulletin, RTÉ, Ireland

16:45 – 18:00 *Debate in parallel*

Spare me the stereotypes

SPEAKERS:

Marie-Jeanne Chèvremont-Lorenzini, Managing Partner, PricewaterhouseCoopers, Luxembourg

Asako Hoshino, Corporate Vice-President, Market Intelligence, Nissan, Japan

Norma Jarboe, Director, Opportunity Now, UK

Elisabeth Kelan, Research Fellow, Lehman Brothers Centre for Women in Business, London Business School, UK

Heather McGregor, FT Weekend Columnist, Financial Times, UK

MODERATOR:

Julia Harrison, Managing Partner, Blueprint Partners, UK/Belgium

16:45 – 18:00 *Debate in parallel*

The new social networks: What do they mean for trust and the way our societies evolve?

SPEAKERS:

Jean-Louis Constanza, CEO, TEN, France

Bruno Giussani, Author, Entrepreneur; European Director of the TED Conferences, Switzerland

Susan Kish, Director, First Tuesday Incorporated Global, Switzerland

Anne Lange, Senior Executive Advisor, Cisco Systems, USA

Dina Mehta, Ethnographer, Blogger and Social Media enthusiast, Director with Explore Research & Consultancy, India

MODERATOR:

Maria Livanos Cattai, Member of the Board of Directors, Petroplus Holdings; Vice-Chairman, International Crisis Group, Switzerland

16:45 – 18:00 *Panel discussion in parallel*

Trusting what we consume: Are we truly managing the interface of technology, health and safety?

SPEAKERS:

Dora Akunyili, Director General, National Agency for Food and Drug Administration and Control, Nigeria

Daniela Rosche, Policy Coordinator for Chemicals, Women in Europe for a Common Future, The Netherlands

MODERATOR:

Pierre Briançon, Paris Correspondent, Breaking Views, France

18:00 – 19:15 *Discovery moments*

IN DESIGN WE TRUST

- Creative business idea: An Euro RSCG approach to creativity

SPEAKER:

Marianne Hurstel, Worldwide Chief Strategic Officer, BETC Euro RSCG, France

L'ORÉAL CORPORATE FOUNDATION

- Look Good, Feel Better

LIVING TOMORROW'S HOME ENVIRONMENT

- Experience the future: Discover the house of tomorrow

THE WRITERS' CORNER

- A contemporary and original vision of today's world through women's portraits

SPEAKER:

Titouan Lamazou, Painter, France

THE MEN'S CORNER

- Improving gender diversity in companies: Why CEOs should be serious about sex

INTRODUCTION BY:

Alison Maitland, Journalist and co-author of *Why Women Mean Business* (2008), UK

Avivah Wittenberg-Cox, Managing Partner, Diafora, France

SPEAKERS:

Frank Brown, Dean, INSEAD, USA

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

Jean-Pascal Tricoire, CEO, Schneider Electric, France

MODERATORS:

Olivier Marchal, Managing Director, Bain & Company, France

Virginie Robert, Journalist, Les Echos, France

TRAVEL

- Comfort and well-being on board of Air France

SPEAKER:

Philippe Goeury, Psychologist, Anti-Stress Centre, Air France, France

WOMEN FOR EDUCATION

- Peace education and conflict prevention

SPEAKERS:

Nathalie Delapalme, Inspector General for Finance, France

Saran Daraba Kaba, President, Mano River Women's Peace Network, Guinea

MODERATOR:

Caroline Laurent, Reporter-at-large, ELLE Magazine, France

WOMEN'S HEALTH

- Protecting health

SPEAKER:

Michèle Buron, Founder of the NGO "Vivre ensemble", Senegal

MODERATOR:

Evelyn Gessler, Managing Director, Decider's, Belgium

20:30 – 22:30 *Awards Ceremony*

Cartier Women's Initiative Awards Ceremony 2007 and Cocktail Reception

SATURDAY, 13 OCTOBER

08:45 – 12:00 *Special morning programme on and for Women in Finance*

08:45 – 10:00 **Too much money chasing too much risk**

PANELISTS:

Ron Anderson, Programme Director, Risk Management and Fixed Income Markets; Professor in Finance, London School of Economics, UK
Jessica Cheung, Head of Investment Risk Management, Standard Life, UK

Janet Guyon, Managing Editor, Bloomberg.com, USA

Christina Mohr, Managing Director, Citi, USA

Paresh Shah, Managing Director, Stargate Capital Investment Group, UK

MODERATOR:

Claude Smadja, President, Smadja and Associates Advisory, Switzerland

10:30 – 12:00 **Women in power: Fostering the current and next generation in financial services**

PANELISTS:

Patricia Barbizet, CEO, Artemis, France

Nathalie Faure-Beaulieu, Managing Director, European Capital, UK

Deborah Hopkins, Senior Advisor and Managing Director, Markets and Banking, Citi, USA

Herminia Ibarra, Chaired Professor of Organizational Behaviour, INSEAD, USA

Yuan Wang, Deputy Director, China Development Bank, China

MODERATOR:

Anne Swardson, Senior Editor, Bloomberg, France

08:45 – 10:00 *Panel discussion in parallel*

Green card to corporate legitimacy

SPEAKERS:

Jacqueline Coté, Senior Adviser, Advocacy and Partnerships, World Business Council for Sustainable Development, Canada/Switzerland

Alice de Brauer, Vice-President, Strategic Environmental Planning, Renault, France

Laurent Gilbert, Director of Research, L'Oréal, France

Tensie Whelan, Executive Director, Rainforest Alliance, USA

MODERATOR:

Liz Padmore, International Advisor and Consultant; Associate Fellow, Saïd Business School, Oxford, UK

08:45 – 10:00 *Panel discussion in parallel*

Alternative energies: Getting the full picture

SPEAKERS:

Christine Chauvet, President of the Supervisory Board, Compagnie Nationale du Rhône; Former Minister for International Trade, France

Jeremy Leggett, CEO, Solar Century, UK

Herman Mulder, Senior Advisor of the Global Compact and the World Business Council for Sustainable Development, USA

MODERATOR:

Eileen Dunne, Newsreader, Nine O'Clock news bulletin, RTÉ, Ireland

08:45 – 10:00 *Panel discussion in parallel*

When environment intersects with economic and national security: Reaching the tipping point

SPEAKERS:

Eliot Cutler, Senior Partner, Akin Gump Strauss Hauer & Feld, USA

Liao Sheri Xiaoyi, President, Global Village of Beijing, China

Sophia Tickell, Chair, Sustainability, UK

MODERATOR:

Fiona Harvey, Environmental Correspondent, Financial Times, UK

08:45 – 10:00 *Panel discussion in parallel*

Sustainable cities – where the environment meets the individual

SPEAKERS:

Noni Allwood, Senior Director, Cisco Systems, El Salvador

Chris Luebckeman, Director for Global Foresight and Innovation, Ove Arup, UK

Livia Tirone, Architect, Larfage, Portugal

MODERATOR:

Françoise Crouigneau, Editor of International Coverage, Les Echos, France

10:30 – 12:00 *Plenary brainstorming*

Climate change and sustainable growth: What will it take to face the challenge?

INTRODUCTION:

Maud Fontenoy, Navigator, France

SPEAKERS:

Fatih Birol, Chief Economist and Head, Economic Analysis Division, International Energy Agency, Turkey

Anne-Marie Idrac, CEO, SNCF, France

Liao Sheri Xiaoyi, President, Global Village of Beijing, China

MODERATOR:

Maria Livanos Cattai, Member of the Board of Directors, Petroplus Holdings; Vice-Chairman, International Crisis Group, Switzerland

12:15 – 13:30 *Discovery moments*

IN DESIGN WE TRUST

• **Creative business idea: An Euro RSCG approach to creativity**

SPEAKER:

Marianne Hurstel, Worldwide Chief Strategic Officer, BETC Euro RSCG, France

L'ORÉAL CORPORATE FOUNDATION

• **Femmes du monde**

LIVING TOMORROW'S HOME ENVIRONMENT

• **(Y)our urban future: What are the drivers of change globally? Locally? How will we put our urban lifestyles on a diet? What are our visions for tomorrow?**

SPEAKER:

Chris Luebckeman, Director for Global Foresight and Innovation, Ove Arup, UK

THE WRITERS' CORNER

- Meet with Ysé Tardan-Masquelier

MODERATOR:

Irène Frain, Author, France

THE MEN'S CORNER

- Improving gender diversity in companies: Why CEOs should be serious about sex

INTRODUCTION BY:

Alison Maitland, Journalist and co-author of *Why Women Mean Business* (2008), UK

Avivah Wittenberg-Cox, Managing Partner, Diafora, France

SPEAKERS:

Russ Hagey, Worldwide Chief Talent Officer and Partner, Bain & Company, USA

Jean-Michel Steg, Managing Director, Citi, France

MODERATORS:

Olivier Marchal, Managing Director, Bain & Company, France

Virginie Robert, Journalist, Les Echos, France

TRAVEL

- Comfort and well-being on board of Air France

SPEAKER:

Philippe Goeury, Psychologist, Anti-Stress Centre, Air France, France

WOMEN FOR EDUCATION

- Education, cultures and traditions

SPEAKERS:

Dominique Blanchecotte, Chief Representative, Fondation d'Entreprise La Poste, France

Sihem Habchi, President, Ni Putes Ni Soumises, France

Chekeba Hachemi, Minister Counsellor, Afghanistan Embassy in Paris; President, Afghanistan Libre, Afghanistan

MODERATOR:

Marie-Françoise Colombani, Editorialist, ELLE Magazine, France

WOMEN'S HEALTH

- Cancer in women

SPEAKER:

Françoise Meunier, Director General, European Organization for Research on Cancer, Belgium

MODERATOR:

Julia Harrison, Managing Partner and Founder, Blueprint Partners, Belgium/UK

13:30 – 15:15 *Plenary luncheon*

Creating trust through a «values-added» foreign policy: How we should look at the moral imperative despite the pressures of realpolitik

KEYNOTE:

Bernard Kouchner, Minister of Foreign and European Affairs, France

MODERATOR:

Deborah Hopkins, Senior Advisor and Managing Director, Markets and Banking, Citi, USA

15:30 – 15:45 *Award Ceremony*

Women for Education

WITH:

Jean-Paul Bailly, Chairman, La Fondation d'Entreprise, Groupe La Poste, France

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

Valérie Toranian, Editor in Chief, ELLE Magazine; Vice-President, Fondation d'Entreprise ELLE, France

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

15:50 – 17:50 *Plenary debate*

Transparency, Trust and Truth

SPEAKERS:

May Chidiac, Journalist, Lebanon

Samuel DiPiazza, Global CEO, PricewaterhouseCoopers International, USA

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

Deanna Oppenheimer, CEO, Barclays, UK

Hu Shuli, Founding Editor, Caijing magazine, China

Rama Yade, Secretary of State for Foreign Affairs and Human Rights, France

MODERATOR:

Christine Ockrent, Journalist and Author, France Télévision, France

17:50 – 18:15 *Conclusion*

What do we take home?

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

18:15 – 19:00 **Farewell reception**

ACKNOWLEDGEMENTS

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