



Building the future with women's vision

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WOMEN'S FORUM GLOBAL MEETING 14 THE BOOK

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THE BOOK

**WOMEN'S
FORUM 14**
GLOBAL MEETING

Leading for a more
equitable world

Deauville France
15 16 17 October 2014

Editorial



The 2014 Women's Forum Global Meeting, which marked the 10th anniversary of our flagship event in Deauville, built on the theme *Leading for a more equitable world*. With a broad sampling of topical content and powerful speakers, we took an in-depth look at the challenges women will face over the next decade, with an eye toward workable solutions.

In her closing remarks, Véronique Morali, my predecessor as President of the Women's Forum for the Economy and Society, congratulated speakers, participants and partners for their courage to confront obstacles to women's empowerment as well as for their perseverance in the drive to overcome them. *"We live in a world of paradox, because we need to be cheerful, even though we are very depressed every year by what happens,"* Ms Morali said. *"We need to be focused and driven even though we are distracted by the constraints and the immensity of what we have to achieve every day as women."*

The Global Meeting followed on the success of two other major Women's Forum events in 2014 – Women's Forum Brussels in the European Parliament, and the third edition of Women's Forum Brazil in São Paulo – and preceded the historic Women's Forum Myanmar-ASEAN in December.

As we head into the second decade of our existence, the Women's Forum for the Economy and Society will play an increasingly vital role worldwide as a focal point for women's voices. Along with upcoming events in Brussels, Brazil, Italy, Japan and Mexico, the inaugural Women's Forum Dubai will take place in 2016 in the United Arab Emirates.

For my part, I hope to build on the successes of my predecessor and make the Women's Forum the place where the future is conceived and imagined thanks to the will and the actions of women.

Clara Gaymard

President of the Women's Forum for the Economy and Society



Flash this code for
the highlights video
of the Global Meeting

The Women's Forum Global Meeting 2014 10th edition

Leading for a more equitable world

Deauville, France, 15 16 17 October 2014

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- ▷ The Women's Street Art Project 2014
- ▷ "She's a Leader" Series

Studies



Partners



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Initiatives



Video interviews around the World "She's a Leader"



Women's Forum Street Art Project 2014 "She's a Leader"



SOCIAL MEDIA



Strong commitment of our community with the « #Backstage » publications

**More than
+ 11,500 interactions
on social media**



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+ 3,000 photos**



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+ 50 videos**

And much more...
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a QUIZZ,
a DIGITAL WALL,
Social Media Training
and Social Media Classes
on 3 days with Orange >>
supported by *The Women's
Forum Digital Squad* composed
by 10 community managers



+ 110 posts
+ 1,300 photos



+ 11,000
tweets
in less than
60 hours

Tendances :

Vendôme
#RisingStar
#parisweb
#cdenquete
#lemaillonfaible
Yosemite
wAllah
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Sécu
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Topics!

Forum welcome

MC

Gillian Martin Mehers, Founding Director,
Bright Green Learning

Speakers

Véronique Morali, CEO, Webedia and President,
Women's Forum for the Economy & Society

Elizabeth Weymouth, Senior Associate Editor,
The Washington Post

« When she initially
took over at *The Post*
my mother encountered
a lot of condescension. »

Elizabeth Weymouth



Véronique Morali, Elizabeth Weymouth

Elizabeth Weymouth kicked off the proceedings by talking about her mother, the late Katharine Graham. Before she took over as publisher of *The Washington Post* for her recently deceased husband in 1963, Katharine Graham had raised four children and done charity work, but never had a paid job.

Elizabeth Weymouth a donné le coup d'envoi des sessions plénières en rendant hommage à sa mère aujourd'hui décédée, Katharine Graham. Avant de devenir éditrice du *Washington Post* à la suite de son mari disparu en 1963, Katharine Graham avait élevé quatre enfants tout en s'investissant beaucoup dans des œuvres caritatives, mais n'avait jamais occupé un poste rémunéré.



Jennifer Milliken (Program Director of the Women's Forum), Véronique Morali, Jacqueline Franjou (CEO of the Women's Forum)



Gillian Martin Mehers



Véronique Morali

« Ten years ago we were talking about how we need to get more women to the top so that they can lead to create a more equitable world. We still need to fight, to fight, and to fight. »

Véronique Morali



BREAKING GLASS CEILINGS

Katharine Graham overcame condescending attitudes to transform The Washington Post into one of the most successful companies in the United States, not only in the media industry but overall. She broke glass ceilings, for example by refusing to go along with the practice of post-meal gender segregation at Washington dinner parties. “The men would go to one room to talk about politics, and the women to another to talk about fashion,” she said. She refused to follow the women, staying with the men to discuss public affairs. As a pioneer, Katharine Graham faced a special set of issues. “Few of you are the first person in a position of power,” said Elizabeth Weymouth. But today’s professional women face other challenges, such as getting com-

panies to give them time to spend with their children, and finding a way to strike a good life-work balance. She called specific attention to the high-tech industry and the recent comments by Microsoft CEO Satya Nadella suggesting that women should not ask for raises. This, she said, was “pretty lame.” The second part of the session was taken over by Véronique Morali, who called attention to the 10th anniversary of the Women’s Forum Global Meeting. She also noted that this would be her final year as President of the Women’s Forum. “This is only the beginning of a new adventure,” she said. “Ten years ago we were talking about how we need to get more women to the top so that they can lead to create a more equitable world. We still need to fight, to fight, and to fight.” ■

KEY FIGURE

■ There are **1,300** participants at the Global Meeting



Flash this code
for the full video
of the session



Elizabeth Weymouth

The Mexican Delegation



The Mexican Delegation in the library of the French Senate



The Mexican Delegation in the Mexican Delegation Corner with Agustin Garcia López-Loaeza (Ambassador of Mexico to France), Salma Hayek Pinault and Jacqueline Franjou. Artwork by Bestabeé Romero

Each year, the Women's Forum for the Economy and Society welcomes a delegation of remarkable women from a specific country or region to the Global Meeting. In the past 7 years we have highlighted China, India, the Middle East, European Nordic Countries, Brazil, Africa and Russia. In 2014 the Women's Forum honored Mexico. Led by Salma Hayek Pinault, this Delegation was composed of 53 visionary women and men from business, politics, social entrepreneurship, academia, the arts, media and philanthropy.

Chaque année, le Women's Forum for the Economy and Society accueille une délégation de femmes d'exception originaires d'un pays ou d'une région spécifique. Au cours des 7 dernières années, la Chine, l'Inde, le Moyen-Orient, les pays du nord de l'Europe, le Brésil, l'Afrique ou encore la Russie ont été mis à l'honneur. En 2014, c'est le Mexique qui tiendra le haut de l'affiche à l'occasion du Women's Forum. Sous l'égide de Salma Hayek Pinault, la délégation était composée de 53 femmes et hommes visionnaires issus du monde des affaires, de la politique, de l'entreprenariat social, du monde universitaire, des arts, des médias ou encore de la philanthropie.



Danie Gomez, Altair Jarabo, Lucia Muñoz, Sofia Bonnet, Luz Marina Martinez, Laura Garcia, Tanya Moss Baran, Carla Garcia, Emilienne De León Aulina, Magdalena Zapata, María del Carmen Bernal González, Diana Zamora



Ana Mondragón, Norma Bastidas



María Del Carmen Bernal González, Tanya Moss Baran



Gabriela Ramos, OECD Chief of Staff and Sherpa to the G20



The Mexican Delegation at the French Senate with Jacqueline Franjou and Joëlle Garriaud Maylam



The Mexican Delegation in the gardens of the Château de Versailles

At the Global Meeting there was a special focus on Mexico with dedicated sessions, and Mexican speakers were invited to participate in sessions of the main program and Discovery sessions. The Discovery Hall was home to the Mexican Delegation Corner, which showcased original artwork from Mexican artist Betsabée Romero.

The exclusive agenda for the Mexican Delegation included a two-day pre-program in Paris composed of special meetings with government representatives, corporate, media and international VIPs as well as cultural activities. Featured amongst the activities was a breakfast meeting at the French Senate, a lunch reception at the Residence of the Mexican Ambassador to France, a working session at the OECD Headquarters and an official gala reception hosted by Sodexo with international VIPs attending the Women's Forum Global Meeting. ■



Joëlle Garriaud Maylam, Laura Garcia, Emilienne de León Aulina, Rosario Pérez



Altair Jarabo, Magdalena Zapata



Pilar Castillo, Rosa Adriana Díaz Lizama



Jacqueline Franjou, Lucero Saldaña, Sofía Bonnet



Manuela De Jesus Cauich Ek, Juana Neyvi Castro

The Mexican Delegation



Marina Luz Martínez, Alejandra Calatayud, Lucia Muñoz



The Mexican Delegation with the Dubai delegation at OECD



Michel Landel, Angel Gurría, Jacqueline Franjou, Lulu Quintana, Dionisio Pérez-Jácóme



The Mexican Delegation with Angel Gurría



Agustín García López-Loeaza, Joëlle Garriaud Maylam, Jacqueline Franjou, Olivier Fleurot

The members of the Mexican Delegation

- **Norma Bastidas**, Athlete Normabastidas.com
- **Lourdes Berho**, CEO, Alchemia
- **Sofia Bonnet**, Human Resources Executive, IBM
- **Alejandra Calatayud**, Vice-President & General Manager, Global Corporate Payments - Latin America, American Express - Mexico
- **Pilar Castillo**, Audit Partner, Mazars in Mexico
- **Juana Neyvi Castro**, Mayor of Uayama Municipality of Uayma, Yucatán, Mexico
- **Manuela De Jesus Cauch EK**, Mayor of Mococha, Municipality of Mococha, Yucatán, Mexico
- **Pilar Maria Aguilar**, Managing Director, Endeavor, Mexico
- **Lydia Alpizar**, Executive Director, Association For Women's Rights in Development (AWID)
- **Gabriela Alvarez Avila**, Partner, Curtis Mallet-Prevost Colt & Mosle LLP
- **Katya Anaya de García-López**, Embassy of Mexico in France
- **Alejandra Ancheita**, Founder and Executive Director, Project on Economic, Social, and Cultural Rights (PRODESC)
- **Maria Teresa Arnal**, CEO & Founder, Clarus



Margarita Robles-Martinez, Annette Robles, Pilar Castillo, Gandia Robertson



Katya Anaya De García-López, Marina Luz Martinez, Lourdes Berho, Laura Garcia



Gandia Robertson, Julie Riotte, Karla Mawcinitt, Ana Mondragón, Alexandra Vitard

- **Alexandra Cortina Charlier**, Consultant, Entrepreneur
- **Emilienne de León Aulina**, Executive Director, International Network of Women's Funds
- **Maria Del Carmen Bernal Gonzalez**, Director, Research Centre of Women in Senior Management, Ipade Business School
- **Rosa Adriana Díaz Lizama**, Senator, Mexican Senate
- **Daryn Fillis**, CEO, Amparin, S.A. de C.V.
- **Melba Rosana Gamboa Avila**, Mayor of Yaxcaba, Municipality of Yaxcaba, Yucatán
- **Carla Garcia**, Public & Government Affairs, Exxonmobil, Mexico
- **Laura Garcia**, Executive Director, Semillas, Sociedad Mexicana Pro Derechos de La Mujer, AC.
- **Salma Hayek Pinault**, Actress, Producer, Co-Founder Chime for Change, and Member of the Kering Foundation's Board of Directors Chime for Change
- **Cristina Hernandez Betancourt**, Human Resources Director, Axa Global Direct
- **Altair Jarabo**, Actress, Televisa
- **Michele Lima**, Human Resources Director, Sodexo
- **Sylvia Lin**, Head of Strategic Planning & Business Development, Latin America Generics Division, Sanofi Aventis - Mexico

- **Lorena Marquez Garza**, Director of Human Factor, Grupo Seguridad Integral
- **Luz Marina Martinez**, CFO, ABB Mexico SA de CV
- **Karla Mawcinitt**, General Coordinator of Communication and Image, Promexico
- **Iris Vianey Mendoza Mendoza**, Senator Mexican, Senate
- **Aura Mione**, Founder & General Manager, Headseekers
- **Natalia Mis Mex**, Mayor of Tinum, Municipality of Tinum, Yucatán, Mexico
- **Ana Mondragon**, Director, Patronage of the National Anthropology Museum
- **Tanya Moss Baran**, CEO, Tanya Moss SA de CV
- **Lucia Muñoz**, Commercial & Sales Operations Manager, North and South America ABB, Mexico SA de CV
- **Rosario Pérez**, President and CEO, Pro Mujer
- **Gabriela Ramos**, Chief of Staff and Sherpa to the G20, Organisation for Economic Cooperation and Development (OECD)
- **Julie Riotte**, Executive Director, French Mexican Chamber of Commerce
- **Gandia Robertson**, Legal Advisor, Organisation for Economic Cooperation and Development (OECD)
- **Annette Robles Broker**, Engagement Leader Aig Seguros, Mexico

- **Margarita Robles-Martinez**, COO, Cohesión Comunicación & Marketing
- **Betsabé Romero**, Visual Artist
- **Ana Maria Salazar Slack**, CEO, Grupo Salazar
- **Lucero Saldaña**, Senator, Senate of Mexico
- **Ana Maria Sanchez Sanchez**, National President of The Mexican Association of Women Entrepreneurs (AMMJE), AMMJE (Asociación Mexicana De Mujeres Empresarias)
- **Jessica Soule**, NMEX, Talent Management, Sr. Manager, Renault-Nissan Alliance - Mexico
- **Martha Uribe**, Human Resources, BP - Americas, Nestlé - Vevey
- **Elizabeth Vazquez**, President, CEO and Co-Founder, Weconnect International
- **Ana Luisa Vega Perez**, Bertha Fellow Project on Economic, Social, and Cultural Rights (PRODESC)
- **Alexandra Vitard**, Director, Government Relations Latin America, Honeywell International Inc
- **Alexandra Von Wobeser**, International Attorney, Debevoise and Plimpton LLP
- **Diana Zamora**, MPA in International Development Graduate, Harvard University
- **Magdalena Zapata**, Business Development and Marketing Director Latam, CHEP Mexico

Taking on gender and ethnic inequities in Mexico

Moderator

Lydia Alpizar, Executive Director, Association of Women in Development

Speakers

Salma Hayek Pinault, Actress, Producer, Co-founder, Chime for Change, and Member of the Kering Foundation's Board of Directors

Emilienne de León Aulina, Executive Director, International Network of Women's Funds

Rosario Pérez, President and CEO, Pro Mujer International



Emilienne de León Aulina



Lydia Alpizar, Emilienne de León Aulina, Salma Hayek Pinault, Rosario Pérez

Mexico's indigenous women face various forms of discrimination besides that due to gender. Over 70% of indigenous women are poor. The key to improving their lot is to give them the chance to generate an income for themselves, according to Rosario Pérez. That way they begin to get better food and housing for their families and better education for their children. Just as importantly, they get a greater voice in the running of their households. "As they see they are generating income, they gain in confidence. There is a ray of hope and this unleashes unbelievable power," she added.

Land rights are another big issue, particularly with men migrating in search of work and leaving their wives to run the family. Only 30% of indigenous women own land.

Au Mexique, les femmes indigènes subissent différentes formes de discrimination, outre celles liées à leur sexe. Plus de 70 % d'entre elles vivent dans la pauvreté. Selon Rosario Pérez, la solution pour améliorer leur qualité de vie consiste à leur offrir la possibilité de s'assurer des revenus. Elles pourront ainsi améliorer l'alimentation et le lieu de vie de leur famille et permettre à leurs enfants de bénéficier d'une meilleure éducation. En outre, elles auront ainsi davantage leur mot à dire au sein de leur foyer. « Lorsqu'elles réaliseront qu'elles sont capables de percevoir des revenus, ces femmes gagneront en confiance. Il existe donc une lueur d'espoir synonyme de pouvoir incroyable », ajoute Rosario Pérez.

Les droits du sol constituent un autre problème majeur, en particulier à l'heure où les hommes sont contraints de migrer pour trouver du travail, abandonnant ainsi leurs épouses et les laissant prendre soin de la famille. Seuls 30 % des femmes indigènes sont aujourd'hui propriétaires de terres.

« Indigenous women are really wise women, they are the ones taking care of their communities. They need their voices to be heard. They need spaces. »

Emilienne de León Aulina



Lydia Alpizar

« I ask them what is your dream? But they do not understand the question. They have never been encouraged to dream, they are just trying to survive the day. »

Salma Hayek Pinault

LAWS NOT ENFORCED

Salma Hayek Pinault said one of the big problems is that laws – which are often favorable to women – are not enforced. “On paper they are supposed to be protected, but they are not.” She said international pressure is needed for change to come on women’s rights. The Roman Catholic Church should place less emphasis on holding families together in cases of domestic violence, she said. “Because they are married, some (women) have a fear of God meaning that they cannot leave home. But the first law of God is to protect your life.”

Leadership was an issue stressed by all panelists. Indigenous women have enormous leadership potential, but this potential needs to be encouraged and developed. The media can play a role in changing society’s perceptions of indigenous women. For example, if an indigenous woman is portrayed on television, it is inevitably in the role of a domestic help.

PROBLEM WITH IMPUNITY

Panelists also noted that impunity continued to be a problem in Mexico when it comes to violence against women. Even Alejandra Anchieta, the Mexican lawyer who won this year’s Martin Ennals Award for Human Rights Defenders, has been threatened, one panelist noted. The young lawyer, who was in the audience, won the award for her work with migrants, workers and indigenous peoples.■

« Indigenous women have three strikes against them – they are women, they are indigenous and they are poor. So in our society they are pretty invisible. »

Rosario Pérez



Rosario Pérez



Salma Hayek Pinault

BREAKOUT SESSION

hosted by ABB

Mexico innovates: Meet the new entrepreneurs

Host welcome:

Lucia Muñoz, Commercial and Sales Operations Manager, North and South America, ABB

Moderator:

Aurélie Salvaire, Vice-President, Women's WorldWide Web

Speakers

Pilar Maria Aguilar, General Director, Endeavor Mexico

Aura Mione, Founder and General Director, HeadSeekers

Tanya Moss Baran, Jewelry designer and Founder, Tanya Moss



Aurélie Salvaire, Pilar Maria Aguilar, Tanya Moss Baran, Aura Mione, Lucia Muñoz

Mexicans are very creative people, yet entrepreneurship is not one of the attributes most associated with them. Asked for a word to sum up the country, the audience provided a host of suggestions, ranging from culture to chaos, celebration, creativity, pride and passion. Nobody mentioned entrepreneurship. But more than 500,000 new businesses are launched each year in the country, so entrepreneurship is not lacking.

Si les Mexicains sont des individus très créatifs, l'esprit d'entreprise n'est pas l'une des caractéristiques qui les décrivent le mieux. Lorsqu'on leur a demandé de citer un mot décrivant leur pays, les membres du public ont proposé une multitude de suggestions, allant de la culture au chaos, en passant par la célébration, la créativité, la fierté ou encore la passion. Personne n'a cependant mentionné l'entrepreneuriat. Toutefois, avec 500 000 nouvelles entreprises créées chaque année, le pays ne manque pas d'esprit d'entreprise

« Mexico is also flexibility. I would compare it to an adolescent. It is impulsivity, it is flexibility and it is also resiliency. »

Aura Mione

« When I started 20 years ago, the word entrepreneur was not in my dictionary. I just dreamed of something and went out and did it. »

Tanya Moss Baran



Tanya Moss Baran



Lucia Muñoz



Pilar Maria Aguilar, Tanya Moss Baran



Aur lie Salvaire

« Our job at Endeavor is to foster economic growth, and we are convinced that the only way to do that is by helping and supporting the best entrepreneurs. »

Pilar Maria Aguilar

Women are responsible for around half of these start-ups. Yet of the 140 entrepreneurs being assisted by Endeavor Mexico, an organization dedicated to supporting and advising new entrepreneurs, only 14 are women, Pilar M. Aguilar noted. In part it is a cultural issue; women prefer not to ask for help or think they do not need it, or else lack the confidence to ask. Aur lie Salvaire noted that women often don't ask for help, while men are conditioned to ask. Women have problems with self-esteem that they need to address, Aura Mione agreed.

BIG CHALLENGES

A big challenge facing young businesses that want to grow is to build the right sort of team. For Pilar M. Aguilar, women have an advantage here because they are more prepared to be team players and are used to not doing everything alone. The single most difficult decision facing a growing business is how to grow your team, she said.

When it comes to recruitment, what larger companies say they want is often very

different from what they really want. "Some clients tell me 'under the table' that they do not want women," Aura Mione said. To counter this, her company provides no names with candidate profiles, and their placement ratio is around 50-50 men to women.

Tanya Moss Baran said global brands posed another big challenge to new businesses. "We are not competing against just one other brand, but against everything that is out there..." she said. "We need to be more competitive."

Traditionally most start-ups are family-run businesses, largely due to a lack of financing. But this situation is changing and venture capital is becoming more available. The current generation of entrepreneurs in Mexico is the first not to be permanently plagued by inflation and economic crisis, the panel noted. ■

KEY FIGURES

■ **500,000** new businesses are launched each year in Mexico.



Aura Mione

« There is a saying in Mexico that if you don't know it, invent it. »

Aura Mione

How to invest for a better world?

Moderator

Lourdes Berho, CEO, Alchemia

Speakers

Christina M. Alfonso, Founder and CEO, Madeira Global

Laura Garcia, Executive Director, Semillas

Luz Marina Martinez, Country CFO, Mexico, ABB

Mexico has successfully implemented high-impact housing programs, and the current president is actively working to reduce hunger. Yet challenges remain for the country. Latin America has the highest rates of teen pregnancy. Most Mexican men work full or part time, but more than 500,000 men go to the United States to work every year, leaving women behind as heads of household. Further, although women work and contribute to the economy, Mexican law does not allow women to own land.

Le Mexique a mis en œuvre avec succès des programmes de logement efficaces, et le président du pays s'est donné pour mission de réduire la faim. Pourtant, de nombreux défis restent à relever dans le pays. C'est en Amérique latine que le nombre de grossesses d'adolescentes est le plus élevé. Si la plupart des hommes mexicains travaillent à temps plein ou à temps partiel, plus de 500 000 d'entre eux se rendent aux États-Unis chaque année pour travailler, contraignant ainsi les femmes à gérer leur foyer. Alors que les femmes travaillent et participent à l'économie, la loi mexicaine ne leur permet cependant pas d'être propriétaires de leurs terres.



Luz Marina Martinez, Christina M. Alfonso, Laura Garcia, Lourdes Berho

Although the Mexican stock exchange recently joined the United Nations Sustainable Stock Exchanges initiative, there is still resistance among companies when it comes to embracing sustainability standards. In Latin America, corruption is an obstacle to public-private partnerships (PPPs), and the concept of PPPs is fairly new in Mexico. Furthermore, it is easier to calculate returns on investment for traditional investments. Companies tend to think primarily in these terms, and not all of them can or will invest the time, money and effort to measure social impact.

This will necessarily change soon because environmental and social issues are critical to healthy communities. Companies must realize that they too are members of their communities and that they can only thrive if their communities thrive. In addition, thanks to the Internet, people are more informed,

and companies will be compelled to allocate capital not only for profit, but also to create services, products and infrastructure that will positively impact society and future generations. Finally, it is essential for companies to engage with communities and harness their experience and expertise rather than making unilateral decisions about social or environmental initiatives. PPPs can facilitate these changes.

Impact investment seeks not only to drive financial returns, but also to have a measurable, scalable impact across the environmental, social and governance (ESG) spectrum. To do so, it is necessary to examine qualitative data that, though it can be very revealing, is more often than not dismissed. Public-private partnerships (PPPs) and impact investment are key to creating a better world for women and society. ■

KEY FIGURES

- **2 billion** people in the world have no electricity, and **1.3 billion** do not have access to clean water.
- More than **92%** of investment in women and girls in Mexico comes from foreign aid.
- Only **9%** of the total worldwide foreign aid budget is invested in women and girls. Out of that 9%, more than **70%** goes only to education for women and girls.

« Investing in infrastructure not only improves communities and creates opportunities, it also helps governments attract foreign investment. »

Luz Marina Martinez

« Money can begin to solve environmental and social issues, but it needs to be paired with cultural changes. »

Christina M. Alfonso

Women's financial inclusion as a top priority

Moderator

Anthony Gooch, Director of Public Affairs and Communications, OECD

Speakers

Alejandra Calatayud, Vice-President and General Manager Global Corporate Payments – Latin America, American Express Mexico

Rosario Pérez, President and CEO, Pro Mujer International

« Managing your money should not be a privilege, it should be a right. »

« Without question, digital is the way to go. »

Alejandra Calatayud

KEY FIGURES

- **2.5 billion** people are financially excluded worldwide. Amongst these, the majority are women.
- Women on low incomes are **30** times less likely to have a bank account than men.
- **65%** of all adults in Mexico have no relationship to a financial institution.
- **77%** of monetary transactions in Mexico happen in cash.
- Only **10%** of corporations in Mexico use solutions for cash credit.
- In Mexico, most people, even the poor have access to a cellphone, but **85%** of them are prepaid.

What began as a conversation about the financial literacy and inclusion of women became a passionate debate about how desirable and possible it might be for individual members of the Mexican lower class to move toward a cashless economy.

Ce qui commença comme une discussion sur le savoir financier et l'inclusion des femmes s'est vite transformé en un débat animé autour des avantages que pourrait représenter une économie sans espèces pour les individus de la classe inférieure mexicaine.

« The poor are probably the best cash managers by far, the problem is safety. » « Cash is a big enemy of the poor... the more we digitize money the better it is for people. Well, maybe for the narcos it won't be so nice. »
« Latin America is really underbanked. »

Rosario Pérez

There are 2.5 billion 'financially excluded' individuals worldwide, said Anthony Gooch, the majority of whom are women. Women on a low income, he continued, are 30 times less likely to have their own bank account than men.

In Latin America the situation is particularly severe. Rosario Pérez described Latin America as a "really underbanked continent." People do save, she said, people do borrow, but they borrow from family members and acquaintances. Some Latin American countries are attempting to get more people into the mainstream economy, Rosario Pérez said, highlighting Peru as an example, where instruction on personal finance is mandatory in schools. The same cannot be said for Mexico, Alejandra Calatayud noted, where personal finance is not taught and math results are poor.

FINANCIAL INCLUSION IN MEXICO

Conversation then concentrated specifically on the situation in Mexico, where both Alejandra Calatayud and Rosario Pérez agreed the issue of financial inclusion transcends gender. Some 77% of transactions in Mexico happen in cash. "Cash is a big enemy of the poor," Rosario Pérez said. "The more we digitize money the better it is for all people."

An opposing view came from the floor, which was populated by members of the Mexican

delegation. Digital banking only works when people have easy access to electricity, said Cristina Hernandez Betancourt of AXA, and a large proportion of the population of Mexico do not. Furthermore, she noted, digital banking can incur fees, which the poor would be unwilling or unable to incur.

"It is very expensive to be poor," Alejandra Calatayud conceded, and Mexican banks need to tighten regulation. "Managing your money should not be a privilege, it should be a right," she said.

Ending the session on a positive note, Anthony Gooch commented that though the situation was not perfect in Mexico, many countries still looked up to Mexico as an example, and the country has been one of the most attentive to OECD recommendations in recent years. ■



Alejandra Calatayud, Anthony Gooch, Rosario Pérez

Standing together against world hunger

Moderator

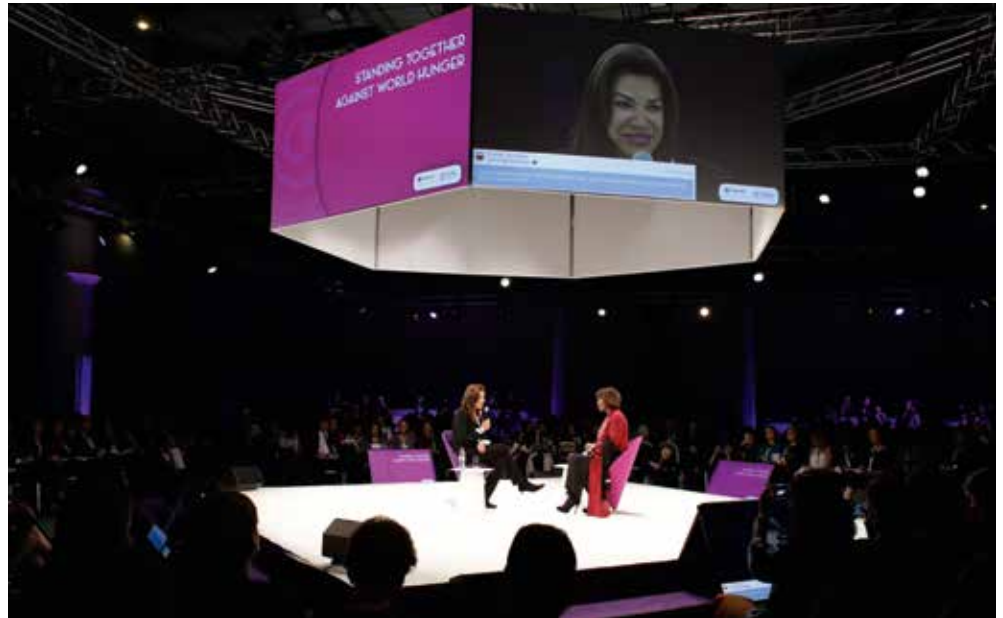
Ann Walker Marchant, CEO, the Walker Marchant Group, and Member of the Women's Forum Program Committee

Speaker

Ertharin Cousin, Executive Director, World Food Programme



Flash this code for the full video of the session



Ertharin Cousin discussed a broad range of issues related to hunger and the campaign to eliminate it within a generation. Hunger and malnutrition are related to other major concerns such as security, health and gender equality. Ann Walker Marchant guided the conversation in a question-and-answer format.

Ertharin Cousin a abordé de nombreuses problématiques liées à la faim dans le monde et présenté la campagne visant à l'éradiquer en l'espace d'une génération. La faim et la malnutrition sont indissociables d'autres problèmes majeurs tels que la sécurité, la santé et l'égalité des sexes. Ann Walker Marchant a animé le débat au cours d'une séance de questions-réponses.

« *As Madeleine Albright said, there is a special place in hell for women who don't help other women.* »

Ertharin Cousin



Ertharin Cousin, Ann Walker Marchant



Ertharin Cousin



« I cannot afford to be overwhelmed because I need to be able to have conversations with people so that we can build what we need to face the challenges. »

Ertharin Cousin



Ann Walker Marchant



Ertharin Cousin

Security and hunger meet in Syria, a country that has been entangled in conflict for more than three years. The World Food Programme (WFP) is working to feed three million refugees who have fled to neighboring countries. But there are also 6.5 million internally displaced people. As Islamic State (ISIS) grows in strength, Ertharin Cousin is worried about being able to reach those people, who could otherwise become dependent on ISIS for food.

FUNDRAISING CHALLENGES

Syria provides a good example of the WFP's fundraising challenges. Syrian food relief efforts are on a month-to-month budget, with cash guaranteed only until the end of October 2014 at the moment.

KEY FIGURES

- **One in nine** individuals does not have enough food to live an active and healthy life.
- **One-third** of food is thrown away.
- There are **52 billion** chickens in the world and 6 billion cows.
- Some **165 million** children are chronically malnourished.

The WFP is financed by donations, mostly from governments. Political leaders generally earmark financial outlays, often directing them to high-profile campaigns. For example, many people wanted to send money to Haiti immediately after the 2010 earthquake, but two years later the WFP had shut down two important programs, one for school meals and another directed at women and children, for budgetary reasons.

To supplement public monies, Cousin has embraced partnerships with the private sector, for example with the consulting firm BGC and the consumer goods company Unilever. Companies may provide money or in-kind donations in the form of expertise or specialized resources. "If you want to partner with us we are open for business," she said.

NO MORE "WOMEN EAT LAST"

Ertharin Cousin described how poor women first feed their children, then their husbands, and finally, if anything is left over, it is their turn. The WFP aims to end this practice and make sure that women have access to sufficient food. "If women are not healthy, the family is not healthy," she said. "They think they are making a sacrifice, but it is

detrimental to their families if they do not get those micronutrients."

Ertharin Cousin also discussed women in leadership positions. A previous WFP executive director tried to increase the proportion of women in top roles to 40%. Ertharin Cousin said that she makes sure that half of the promotions she gives in the organization go to women. ■

« If women are not healthy, the family is not healthy. They think they are making a sacrifice, but it is detrimental to their families if they do not get those micronutrients. »

Ertharin Cousin



Flash this code for an exclusive interview of Ertharin Cousin

For justice for all women

Moderator

Mariane Pearl, Editor-in-Chief, Chime for Change

Speaker

Salma Hayek Pinault, Actress, Producer,
Co-founder, Chime for Change, and Member
of the Kering Foundation's Board of Directors



Flash this code
for the full video
of the session



Everybody can help promote justice for women and no contribution is too small to be valuable, Salma Hayek Pinault declared. Bringing together the anonymous efforts of individuals and ensuring that they have an impact is a key role of the Chime for Change organization that she co-founded with US singer Beyoncé and Frida Giannini, creative director of Gucci, the Italian fashion company.

Nous sommes tous en mesure de promouvoir la justice pour les femmes et toute contribution, si modeste soit-elle, est précieuse, selon Salma Hayek Pinault. L'organisation « Chime for Change », qu'elle a fondée aux côtés de la chanteuse américaine Beyoncé et de Frida Giannini, Directrice de la Création de la célèbre marque italienne de prêt-à-porter Gucci, a vocation à unir les efforts anonymes des individus pour en garantir l'impact.

« I am asked if I am a feminist. But if men were treated the same way women are treated, I would be fighting for them. »

Salma Hayek Pinault

« Chime for Change is an organization of our time. It brings together so many partners to do what they can do best. »

Mariane Pearl



Flash this code for
an exclusive interview
of Salma Hayek



Salma Hayek Pinault



Mariane Pearl



Salma Hayek Pinault

« We can all do something. We should not be dismissive about the little things that we can do. They have rippled effects. »

Salma Hayek Pinault



Mariane Pearl, Salma Hayek Pinault

Among the projects helped by Chime for Change is a school in Karachi, the Dream Model Street School, which opened its new premises in August 2014. The school's founder and inspiration, Humaira Bachal, overcame intense opposition and distrust from local people when she insisted that girls must also attend. The school gives free schooling for two sons for every daughter enrolled and currently has over 120 girl students. "We have to change minds. That is the really big fight. They are the walls stopping us being what we can be," Salma Hayek Pinault said.

EDUCATION, HEALTH AND JUSTICE

Chime for Change focuses on three issues it sees as crucial to women's rights – education, health and justice. "What happens to girls when you educate them?" rock star Madonna asked a global fund-raising concert in June 2013 that was backed by a host of stars from film, music and television. "You empower them," she said in a video. So far, Chime for Change has supported some 280 projects in around 80 countries, rescued 75 victims of sex trafficking and vaccinated 13,000 Cambodian children against tetanus.

Asked how she had first become concerned about women's rights, Salma Hayek Pinault said that it was when she was six and she saw a woman being beaten by her husband in the street. "I realized that a lot of the problems have to do with violence being accepted as a normality," she said. "Violence starts in the household. That may be where it starts, but we are all affected," she added.

BRINGING PEOPLE AND ORGANIZATIONS TOGETHER

The Mexican actress and activist said that she had been disappointed by the high degree of competition that exists between non-governmental organizations (NGOs), which often seem to be competing for the limelight. But Chime for Change sought to harmonize the work of NGOs and not compete. She also discussed the work of the Kering Foundation. The Foundation was launched by her husband, French businessman François-Henri Pinault, five years ago to support women's rights. It also focuses on three issues – sexual violence, harmful traditional practices, including forced marriages, and domestic violence. The Foundation had helped some 140,000 women, she said.

Many people want to help the cause of women but do not know how. But it does not take much. If people dedicated just a little of the time that they spent on their mobile phones or other gadgets, they could make a big difference, Salma Hayek Pinault stressed. Chime for Change offers people a tool they can use to take part. "So you do not have an excuse not to do anything. You can also see how your help is being used," she said. ■



Salma Hayek Pinault

Why is Iceland

the champion of gender diversity?

Moderator

Monika Queisser, Head of Social Policy Division, OECD

Speakers

Ragnheiður Elín Árnadóttir, Minister of Industry and Commerce of Iceland

Silvana Koch-Mehrin, Founder, Women in Parliaments Global Forum

Rannveig Rist, General Manager, Rio Tinto Alcan Iceland



Is Iceland a women's paradise? The facts about gender equality in the country – the top performer in the World Economic Forum's Gender Gap Index – are impressive. In 2001, nine months of parental work leave was introduced, three of them reserved for fathers only. Since then, the use of "daddy months" has increased from 3% to nearly 33%. By 2016, the total parental work leave will go up to one year, with fathers' and mothers' leave raised to five months each and two months to be shared.

L'Islande est-elle un véritable paradis pour les femmes ? Les chiffres liés à l'égalité des sexes dans le pays – qui occupe le haut du classement du Gender Gap Index (indice mondial des écarts entre les hommes et les femmes) du Forum Economique Mondial – sont édifiants. Depuis 2001, la durée du congé parental s'élève à neuf mois, dont trois réservés exclusivement aux pères. Depuis cette date, l'utilisation des « mois du père » est passée de 3 à près de 33 %. D'ici à 2016, le congé parental total s'étendra à une année : pères et mères auront la possibilité de bénéficier d'un congé de cinq mois chacun et de deux mois en commun.

« Other countries can learn from Iceland. It may be small, but you can still get insights; for example, the only bank that survived the economic crisis was run by women. »

Silvana Koch-Mehrin



Silvana Koch-Mehrin



Monika Queisser



Ragnheiður Elín Árnadóttir

« I fought against the quota. Now that I am the minister, I could abolish it, but in my conversations with industry, the message was ‘leave it alone.’ »

Ragnheiður Elín Árnadóttir



Monika Queisser, Rannveig Rist, Ragnheiður Elín Árnadóttir, Silvana Koch-Mehrin

The ripple effects of the parental leave policy are clear. Men who spend more time with their babies bond with them more intensely, becoming closer to them and more involved in their lives. The ‘risk’ to employers of an employee taking parental leave no longer falls on women alone.

Iceland is not yet the promised land for women, however. “We sound very good, but we are not there yet,” noted Ragnheiður Elín Árnadóttir. “We are very proud of where we are, and we have a lot of good role models, but there is a lot we would like to make better.”

Parity in salaries, for example, has not yet been achieved, and women still have to struggle to be accepted in jobs traditionally held by men. Rannveig Rist encountered strong resistance to her dream of becoming a marine engineer,

but persisted and succeeded. “I was like a caterpillar making a new road,” she said. “It was quite a responsibility to be the first.” She now gives bonuses to encourage managers in the factory she runs to hire more women. “We have to find tricks to get people out of their comfort zone,” she explained, adding that the men are won over once they see what a good job the women do.

Iceland may be small and may still have a way to go, but it can serve as an effective role model for other countries. “Iceland’s case is impressive,” noted Silvana Koch-Mehrin, speaking of the gender quota of 40% women on the boards of companies with over 50 employees. “It shows that it works – once it has been pushed through and many stakeholders are involved, nobody wants to move back.” ■

« I paved the way for women in engineering, but it’s still a rocky road. »

Rannveig Rist



Rannveig Rist

KEY FIGURES

- In Icelandic companies with over 50 employees, **40%** of corporate board directors are women, in conformance with a quota introduced in 2010.
- In Iceland, **33%** of fathers take three months of paternal leave at **60%** of their regular salary, which they are allowed by law.

Using a cellphone to check the spread of malaria

Host introduction and Moderator

Emmanuelle Pierga, Head of Communication, Orange Healthcare

Speaker

Caroline Buckee, Assistant Professor of Epidemiology and Associate Director, Center for Communicable Disease Dynamics, Harvard School of Public Health



How can health providers work with communications technology to improve care and patient outcomes? Enhancing access to data obtained from cellphones is a strategic priority for companies such as Orange, and is also becoming an increasingly effective tool for epidemiologists. It can help track infectious diseases such as malaria, cholera, polio and, most recently, Ebola, by producing regional mobility maps. “The burden of infectious diseases globally lies squarely in the poorest regions,” said Caroline Buckee. “Malaria has been with us for thousands of years, but it is treatable and preventable.”

Comment les professionnels de santé peuvent-ils exploiter les technologies de communication afin d'améliorer les soins et la prise en charge des patients ? L'optimisation de l'accès aux données issues des téléphones mobiles est devenue une priorité stratégique pour des entreprises telles qu'Orange, et constitue un outil de plus en plus efficace pour les épidémiologistes. Ces données peuvent en effet permettre de suivre des maladies infectieuses telles que la malaria, le choléra, la poliomyélite ou, plus récemment, le virus Ebola en produisant des cartes de mobilité régionale. « A l'échelle mondiale, le poids des maladies infectieuses repose entièrement sur les régions les plus pauvres », explique Caroline Buckee. « Si la malaria existe dans notre société depuis des milliers d'années, il est toutefois possible de la guérir et de la prévenir. »

« Rising populations and increasing mobility with people traveling across regions are creating a 'perfect storm' for infectious diseases. »

Caroline Buckee

« Nothing highlights the problems created by regional travel more than the spread of Ebola. »

Caroline Buckee



Caroline Buckee

« As a company, we are helping because of business even if nothing may come of it for years, or a decade, but it is also good for people, so it's a common interest. »

Emmanuelle Pierga



Caroline Buckee, Emmanuelle Pierga

The main problem is rising populations combined with rapidly increasing mobility, for example through displacement or seasonal migration. The end result is that the most vulnerable people do not have access to health care because they are hard to reach. So how can we improve programs designed to reach target populations? What has been missing is data on how people move around, as this can help decide how many vaccines or treatments are needed, and where to place them.

CELLPHONES: A CRUCIAL TOOL FOR MAPPING

Increasing ownership of cellphones makes it possible to get a picture of what is happening. Telecoms operators are helping to keep

track of movements and the spread of infectious diseases by monitoring and logging communications each time a call is made. This contributes toward a clearer picture of how millions of people are moving. Data remain anonymous – a key element of trust when dealing with often suspicious populations. Using mathematical models to analyze phone data, health providers in Kenya can estimate the spread of malaria from infection sources, such as Lake Victoria. Similarly, in Pakistan, a cellphone company is working with Caroline Buckee's team to keep track of dengue fever, a primarily urban disease that is now spreading. "Unless you deal with the source, you cannot control the epidemic," she said. ■



Emmanuelle Pierga

KEY FIGURES

- 1/4 of all deaths, and 65% of child deaths, from infectious diseases occur in the poorest parts of the world.
- 14 million cellphone subscribers in Kenya are helping to keep track of malaria.

DISCOVERY SESSION

by Accor

OPEN NEW FRONTIERS

Meet with a visionary designer: Jean-Philippe Nuel

Introduction

Isabelle Daviaud, Senior Legal Counsel, Accor France

Moderator

Xavier Louyot, SVP Marketing EMEA, Luxury & Upscale Brands, Accor France

Speaker

Jean-Philippe Nuel, Interior Architect and Designer

« We have roots, but we live in the 21st century. »

Jean-Philippe Nuel

« I always know when a hotel is designed by a man: there are no outlets near the mirror to plug in a hair dryer. »

Michelle Daisley

Jean-Philippe Nuel, who works with Accor and other international hotel chains, specializes in turning historic buildings into hotels. He recently converted the legendary Art Deco Piscine Molitor in Paris, now classified as a historic monument, into a luxury hotel, part of Accor's MGallery collection. "The Hôtel Molitor, with its big indoor and outdoor swimming pools, is unique," he said. "I imagined businesswomen and -men arriving at this urban resort after a long day of meetings at La Défense and having an opportunity to disconnect." He is now working on converting Trouville's Les Cures Marines, another historic building, into an MGallery hotel and spa set to open in 2015.

Jean-Philippe Nuel travaille en collaboration avec Accor et d'autres groupes hôteliers internationaux. Il est spécialisé dans la transformation de bâtiments historiques en hôtels. Il a récemment métamorphosé la mythique piscine Art Déco Molitor à Paris, désormais monument historique, pour en faire le nouvel établissement de luxe de la collection MGallery d'Accor. « L'hôtel Molitor, avec ses grandes piscines intérieures et extérieures, est un établissement unique », explique-t-il. « J'ai pensé à des femmes et hommes d'affaires arrivant dans ce complexe urbain après une longue journée de réunions à La Défense et pouvant enfin déconnecter. » Jean-Philippe Nuel travaille actuellement à la transformation des Cures Marines de Trouville, autre bâtiment historique de renom, en hôtel spa MGallery qui devrait ouvrir ses portes en 2015.

His approach to updating historic sites involves a mix of heritage and modernity. "We have roots," he said, "but we live in the 21st century." Through each of his projects, he likes to set the scene for a story that will be continued by the guests who stay there. "It's like a book, the first pages of a book, and each guest can continue to write her own story." For Trouville, for example, he refers back to Madeleine Vionnet, Paul Poiret and Coco Chanel, fashion designers who dressed so many clients of the former thermal baths in the Roaring Twenties.

IDENTITY AND LOCAL CULTURE

Describing his particular approach, Jean-Philippe Nuel said he first takes into account the identity of the brand and then factors in the hotel's location, which may have a strong

personality of its own, while he also considers local culture and the customer profile. In Italy, for example, the concept of privacy is not at all the same as it is in Norway. The constants: good connectivity and quality facilities. When it comes to designing with women travelers in mind, Jean-Philippe Nuel takes care of those basics first and then incorporates details he considers as being of particular concern to women: good lighting in corridors for safety reasons, quality lighting in bathrooms and elevators, and lively, bright, open bar areas where women feel more comfortable than the would in a dark, old-fashioned bar.

KEY FIGURES

■ 80% of all travel decisions are made by women



Isabelle Daviaud



Xavier Louyot



Jean-Philippe Nuel

DISCOVERY SESSION

Are the expectations of women who travel so different from those of men?

Speakers

Xavier Louyot, Senior Vice-President Marketing EMEA, Sofitel Pullman MGallery, ACCOR

Isabelle Daviaud, Senior Legal Counsel, ACCOR

« In business hotels, the offering is usually designed by men for men. It was crucial for us to have a woman taking the lead on this initiative... to create an indisputable and legitimate offer. »

Xavier Louyot

KEY FIGURES

- ACCOR has 160,000 employees, of which 47% are women.
- Women account for 41% of managers, 28% of general managers, and 22% of top and senior managers.
- In 2000, just 4% of ACCOR's business travelers were women versus 27% in 2013.

Women represent a significant and growing share of the business travel market, and hotel operator ACCOR has set up a task force to better understand the needs and expectations of women business travelers. It surveyed 250 women customers from its loyalty program to learn what factors businesswomen take into account when choosing a hotel. Key findings showed that women are primarily concerned about safety, comfort, wellbeing and having balanced food choices.

La gent féminine représente une part significative et croissante des voyageurs d'affaires. Le groupe hôtelier ACCOR a ainsi décidé de créer un groupe de travail destiné à lui permettre de mieux comprendre les besoins et les attentes des femmes en déplacements professionnels. ACCOR a mené une enquête auprès de 250 clientes adhérant à son programme de fidélité afin de découvrir les aspects dont elles tiennent compte lorsqu'elles choisissent un hôtel. Les principaux résultats ont révélé que les femmes se soucient principalement de leur sécurité, de leur confort et de leur bien-être et souhaitent pouvoir maintenir une alimentation équilibrée.

« We are convinced that gender diversity enhances performance, innovation and creativity. »

Isabelle Daviaud

To address those concerns, Julie Grégoire, operational lead of ACCOR's upscale hotel brands in France, created a new offer of amenities and services known as 'Inspired by her.' A guest may choose the size and location of her room, for example. Robes and slippers in her size, skirt hangers, a full-length mirror and a range of herbal teas are among the amenities included in the offer, while items like nail polish remover, make-up remover, manicure kits and tights are available for purchase. The initiative is currently being tested at MGallery hotels, and "95% of the feedback so far has been positive," said Xavier Louyot, "which is an invitation for us to further deploy the initiative to other ACCOR brands."

Women account for 47% of ACCOR's workforce of 160,000 people, and 41% of management, 28% of general management and 22% of top and senior management roles. ACCOR launched the WAAG (Women at Accor Generation) network in 2012 to combat gender stereotypes and to boost the number of women general managers at individual hotels and at headquarters. "We are convinced that gender diversity enhances performance, innovation and creativity," said Isabelle Daviaud.

Today WAAG has more than 12,000 members in 60 countries on 5 continents, and offers programs such as mentoring, training and networking opportunities. "It is interesting to share best practices, which are quite different from country to country. We also share experiences with other women's networks such as Orange and Women in Tourism. Our training programs have been a huge success," said Isabelle Daviaud. ■



Isabelle Daviaud, Xavier Louyot

DISCOVERY SESSION

by Accor

OPEN NEW FRONTIERS

Between salad and pasta – what is the right food rhythm when you're on the move?

Speakers

Cécile Clavel, Dietician, Sofitel Quiberon Thalassa Sea & Spa

Xavier Louyot, Senior Vice-President Marketing EMEA, Sofitel Pullman MGallery, Accor

Aldina Duarte Ramos, Director, Global Well-being Product, Luxury & Upscale Brands, Accor

Patrick Jarno, Chef, Sofitel Quiberon Thalassa Sea & Spa

« We believe that the role of food in one's well-being is critical. As Hippocrates said, 'Let food be medicine and medicine be food.' We want to go back to these roots. »

Aldina Duarte Ramos

For professionals who must juggle time zones and geographies in addition to tasks and roles, maintaining healthy eating habits can be quite a challenge. Patrick Jarno, the Chef at the Sofitel Quiberon Thalassa Sea & Spa, was an early proponent of serving healthy cuisine to hotel guests. Some thirty years ago, he developed, with the Institut Pasteur de Lille, a 'De-light' selection of healthy dishes that looked, felt and tasted like the refined dining experience expected by the hotel's upscale clientele.

Pour les employés contraints de jongler entre les fuseaux horaires des différentes régions du monde tout en accomplissant leur travail, maintenir des habitudes alimentaires saines peut devenir un véritable casse-tête. Patrick Jarno, Chef de l'établissement Sofitel Quiberon Thalassa Sea & Spa, fut l'un des premiers à servir une cuisine saine aux clients. Il y a une trentaine d'années, il a créé, en collaboration avec l'Institut Pasteur de Lille, une sélection « De-light » proposant des plats équilibrés dont l'aspect, la senteur et le goût ont satisfait au raffinement attendu par la clientèle haut de gamme.

THINK GLOBAL, ACT LOCAL

The 'De-light' concept can now be found at Sofitel hotels around the globe, thanks to a training program for the chain's chefs taught by Jarno and dietician Cécile Clavel. After participating in the program, the chefs are encouraged to go back home and come up with new 'De-light' dishes that reflect local tastes and customs. They then send their recipes back to Jarno and Clavel, who validate their dietary, nutritional and aesthetic qualities to ensure that they meet 'De-light' standards.

The 'De-light' concept is largely based on fresh, quality products and reduced use of butter, oil and cream. Found on Sofitel menus from Los Angeles to Bangkok, from Cartagena to Mumbai, the concept is a huge success, with some hotels reporting 40% of restaurant sales from these dishes alone. "At Sofitel, we believe that the role of food in one's well-being is critical," explained Aldina Duarte Ramos. "As Hippocrates said, 'Let food be medicine and medicine be food.' We want to go back to these roots." ■



Xavier Louyot, Aldina Duarte Ramos, Cécile Clavel, Patrick Jarno

PEOPLE & ATMOSPHERE



The Hogan Lovells delegation



Members of the Musée d'Orsay delegation



Philippe Augier (Mayor of Deauville), B atrice Augier, and members of the Dubai delegation



Charlotte Ndaw, Oulimata Ndiaye, Bineta Mback , Samantha Sangwe, Fatou Bineta Y



Jackie Arango, Aur lie Salvaire, Tanya Moss Baran, Diana Zamora, Johana Bahamon



Jean-Yves Naouri



Maitha Shuaib, Rohini Nagu



Anne Lauvergeon



The Baxter delegation



The AIG delegation

DISCOVERY SESSION

by Airbus Group and Lenovo

CONNECTING en

SHARE, INSPIRE, INNOVATE

Corporate culture is about diversity – a key driver for growth

Moderator

Catherine Ladousse, Executive Director Communications EMEA, Lenovo and President, Cercle InterElles

Speakers

Yolanda Conyers, Vice-President, Global HR Operations and Chief Diversity Officer, Lenovo Group

Gina Qiao, SVP Human Resources, Lenovo Group

« I am not confident just about our industry, our business model, about our strategy; what I am the most confident about is our people, our diversity culture, because our people come from different cultural backgrounds, but we trust each other 100%. »

Gina Qiao

Yolanda Conyers and Gina Qiao shared their personal experiences of integrating many different cultures and corporate styles into one diverse culture in Lenovo. This is the basis of their recently published book *The Lenovo Way*.

Yolanda Conyers et Gina Qiao ont confronté leurs expériences personnelles en matière d'intégration de nombreuses cultures et styles d'entreprise différents au sein de la culture de diversité du groupe Lenovo. C'est autour de ce thème que s'articule leur livre *The Lenovo Way*, récemment publié.

When it purchased the American company IBM in 2004, Lenovo moved from being local to becoming global, and decided “to make diversity a priority and a competitive advantage,” explained Yolanda Conyers. While Lenovo had never been confronted with any diversity tension, IBM had only experienced traditional diversity issues of gender and race. “Diversity is beyond just race and gender; it’s about skills, experiences, different perspectives, you want to leverage all that,” said Yolanda Conyers. Making diversity a priority implied creating a strong culture of communication in order build trust. The strong relationship of trust build between the two speakers was the key to their success in overcoming the challenges in their professional and personal lives which arose from the globalization of the company, such as language barriers or misunderstandings in working methods. Both speakers insisted on the importance of women supporting each other and finding a mentor who can help them thrive.



Catherine Ladousse, Gina Qiao, Yolanda Conyers

KEY FIGURES

- 40% of Lenovo’s workforce are women and this is one of the highest proportions in high-tech companies.
- 26% of people in management positions in Lenovo are women.

BUILDING TRUST AS A KEY PRIORITY

“There is a need to build trust and relationships,” said Gina Qiao. To achieve that goal, Lenovo organizes meetings with top leaders of the company where they discuss innovation and inclusion. “Without inclusion you can’t build business,” said Gina Qiao, who explained that inclusion encapsulated three key elements: openness (understand the other’s perspective and history), respecting people from different backgrounds, and the ability to compromise to find a win-win solution. The six successful mergers and acquisitions led by Lenovo demonstrate the success of this diversity policy.

Lenovo launched Women in Lenovo Leadership (WILL) in 2007 with the aim of addressing key priorities that support women’s growth and contribution to the company. The initiative insists that leaders have to be role models, and was supported by Lenovo’s board of directors. ■

« If you go out of your comfort zone, you become stronger. »

Gina Qiao

« Diversity was a must do, it was not a afterthought, and so we made a conscious decision to make diversity a priority and a competitive advantage. »

Yolanda Conyers

Master class

– tips and tricks to activate your network for the best

Facilitator

Candice Blois, ASE Paris, Capgemini Consulting

Group discussion moderators

Cécile André Leruste, VP Capgemini Consulting

Catherine Ladousse, Executive Director Communications EMEA, Lenovo and President, Cercle InterElles

Marie Alix Delestrade, Corporate Communication – Media Relations, Airbus Group

« They [men] don't try to activate the network at the time they have a need. They start building it naturally, all the time, early on; and when they need something back from the network they can activate it fast because the relationships already exist. »

Cécile André Leruste

Cécile André Leruste presented the findings of Capgemini Consulting's *How Do You Get Wired?*, a survey that sought to understand how people use their professional networks. Only 40% of the women respondents were actively involved in a women's network. The main goals of taking part in a network were to share best practices and expertise and to promote one's career. The survey highlighted that 64% of women who are members of a network consider it has helped them reach their goals, such as 'capturing ideas and staying informed' and 'cultivating professional relationships that can be quickly activated.' Nevertheless, 36% of them thought that the impact of their involvement did not always live up to their expectations. The group discussion sought to dig further into this issue in order to better understand what happened and how to reverse this trend.

Cécile André Leruste a présenté les résultats de l'enquête « *How Do You Get Wired?* » (Comment rester connecté ?) menée par Capgemini Consulting afin de comprendre comment sont utilisés les réseaux professionnels. Seuls 40 % des femmes interrogées ont affirmé participer activement à un réseau exclusivement féminin. L'enquête montre qu'appartenir à un réseau permet de partager les meilleures pratiques, les expériences et de promouvoir sa carrière. Elle a en outre révélé que 64 % des femmes membres d'un réseau estiment que ce dernier les a aidées à atteindre leurs objectifs, par exemple en « capturant des idées et en restant informées » et en « entretenant des relations professionnelles susceptibles d'être rapidement activées. » Néanmoins, 36 % d'entre elles considèrent que les résultats de leur implication n'étaient pas toujours à la hauteur de leurs attentes. Cette discussion de groupe visait à étudier cette question plus en détail afin de mieux comprendre la situation et de trouver une solution pour inverser la tendance.

LEVERAGING PARTICIPATION IN NETWORKS

Following on from the presentation of the survey, attendees divided into three groups to share their insight based on the main objective they pursued through networking: enhancing their career, sharing best practices and learning from others' experience, and strengthening their potential for influence. The key takeaways were:

- Identify the networks to join according to your objectives.
- Facilitate your entry to the network by developing strong relationships with people already involved. For example, seek to develop a mentor-mentee relationship in an informal way through a common topic of interest.
- The network should have clear objectives, a leadership team and a clear agenda including meetings and projects.

- Don't be exclusive: take part in both women's networks and mixed networks.
- Try to join networks early and contribute regularly to them, not just when an issue arises. ■



Marie Alix Delestrade (left), Candice Blois (center), Cécile André Leruste (right of Candice Blois), Catherine Ladousse (right)

KEY FIGURES

- 373 people responded to the survey in 10 days.
- 86% of the respondents were women.
- 76% of women respondents were involved in women's networks.
- 64% of the women who were members of a network considered it had helped them reach their goals.

DISCOVERY SESSION

by Airbus Group and Lenovo

CONNECTING 8th

SHARE, INSPIRE, INNOVATE

Women's network: A driver of success

Moderator

Catherine Ladousse, Executive Director EMEA Communication, Lenovo and President, Cercle InterElles

Speakers

Bernadette Andrietti, Vice-President, Marketing EMEA, Intel

Aline Aubertin, Senior Marketing, GE Healthcare, and Vice President, Cercle InterElles, France

Viviane de Beaufort, Professor, ESSEC Business School, and Head, Executive Women Program

Gulfem Cakmakci, General Manager, Lenovo

Bao-Chau Nguyen, Corporate Communications and Press Relations, Assystem, and Member of the Board, Cercle

Isla Ramos Chaves, Executive Director EMEA Business Transformation, Lenovo

« Network is an attitude not a thing – not about belonging to a particular group necessarily. »

Isla Ramos Chaves

« Women are like snowflakes, if we stay alone we melt and if we stay together they can stop the traffic. »

Gulfem Cakmakci

Networking is a key tool to develop a successful professional career, particularly in engineering sectors, which are male dominated. The value of taking part in a network lies not only in the access to information but also in the opportunity to share personal and professional experiences. Many women are still self-censoring in their work environment, said Viviane de Beaufort. “Sharing experience is a way not to feel alone, to see you’re not doing so badly,” said Bernadette Andrietti. “The greatest thing we can do is take role models from each other and be role models for others too,” added Isla Ramos Chaves.

Le networking est un outil indispensable pour bâtir une carrière professionnelle réussie, notamment dans le secteur de l'ingénierie, largement dominé par la gent masculine. Toute la valeur de l'appartenance à un réseau réside d'une part dans l'accès à l'information, et d'autre part dans l'occasion unique qu'il procure de partager des expériences tant personnelles que professionnelles. Nombreuses sont les femmes à pratiquer encore l'autocensure dans leur environnement de travail, selon Viviane de Beaufort. « Le partage d'expériences permet de ne pas se sentir seule, mais également de se rendre compte que vous ne vous en sortez pas si mal », a déclaré Bernadette Andrietti. « La meilleure chose que nous puissions faire est de s'inspirer les unes des autres tout en montrant l'exemple à d'autres femmes », a ajouté Isla Ramos Chaves.

SOCIAL MEDIA ENHANCES PROFESSIONAL VISIBILITY

Many women are still not comfortable with social networking because of the time it requires, and also because they do not have a clear vision of the value it brings, explained Viviane de Beaufort. She made the case for social networking as a useful tool to enhance people's professional visibility, share experiences, make new friends and expand

activities. “Social media is this generation's way of sharing experiences in business, said Bao-Chau Nguyen. Nevertheless, social networking is time-consuming, and that is a need to control the degree of exposure, noted Viviane de Beaufort, adding that “social networks are a powerful tool, but don't replace personal 'real' face to face networks.”



Viviane de Beaufort (holding the microphone)

« Social media is this generation's way of sharing experiences in business. »

Bao-Chau Nguyen

« The more you do for others, in the end the more you do for you. »

Aline Aubertin

« Dare, be confident. »

Viviane de Beaufort

DISCOVERY SESSION

Networks and diversity for competitiveness

Facilitators

Christine-Anne Chevy, Senior Manager Research & Development, and Chairman of Women & Men in Business Network, Airbus Helicopters

Marie-Alix Delestrade, Corporate Communication Media Relations, Airbus Group

speakers

Marijo Bos, Founder of Bos Advisors, President PWN Global

Anne-Pascale Guedon, Vice-President, Financial Engineering, Airbus Group

Nicolas Gondouin, Head of Manufacturing Engineering, Airbus Group

Marie-Louise Philippe, Area Sales Director, Airbus Singapore

Odile Roujol, Chief Strategy and Data Officer, Orange

« Take on a leadership role. Step out of your comfort zone. »

Marijo Bos

« Women bring a different perspective (...) and I find that extremely enriching. »

Nicolas Gondouin

« Think global and act local in order to be efficient. »

Anne-Pascale Guedon

Industrial companies face difficulties as they seek to recruit female talent. To counter this challenge, industrial groups such as Airbus have developed a number of partnerships with schools to change perceptions. Once they join these companies, women are confronted by new challenges as they evolve in a male-dominated environment. Nevertheless, these obstacles are not insurmountable. Building on her own experience, Marie-Louise Philippe explained that women can lead a successful career in the industrial sector. “Even if you don’t know how to get there, if you really want to you will make the way there,” she noted. She added that women should find mentors to support them throughout their path within the company.

Les entreprises industrielles sont confrontées à bon nombre de difficultés lorsqu’elles cherchent à recruter des talents féminins. Afin de relever ce défi, certains groupes industriels, à l’instar d’Airbus, ont conclu des partenariats avec des écoles afin de faire évoluer les mentalités. Une fois qu’elles ont intégré ces entreprises, les femmes ne sont pas au bout de leur peine : elles évoluent en effet désormais au sein d’un environnement dominé par la gent masculine. Ces obstacles ne sont cependant pas insurmontables. En s’appuyant sur sa propre expérience, Marie-Louise Philippe a affirmé que les femmes peuvent mener une brillante carrière dans le secteur industriel. « Même si vous ne savez pas comment faire, si vous le voulez vraiment, vous y parviendrez, » a-t-elle expliqué, avant d’ajouter que les femmes doivent trouver des mentors qui les soutiendront tout au long de leur carrière dans l’entreprise.

KEYS FOR SUCCESS

While the speakers discussed the diversity of the networks that exist in global companies – divisional, gender, local, etc. – they highlighted the benefits of playing an active role in some of these networks. The main benefit of being part of a network is accessing information at the right time said Anne-Pascale Guedon. “A network is one of the main drivers on how to exchange, how to grow and how to get the right information,” added Marie-Louise Philippe. Networks help women understand who the decision-makers are, how the business works and how they can bring value. Networks are also a key tool to gain visibility within the company, reinforce leadership skills



Anne-Pascale Guedon, Marie-Louise Philippe, Marijo Bos

and develop business. “Good governance (of networks) is about getting a diverse set of people involved,” said Marijo Bos. Getting men – and people with different backgrounds – involved in women’s networks is crucial. Sharing their experiences, the speakers made recommendations for building successful networks:

- Have men involved from the start to enhance the impact of the network.
- Engage different people. Diversity is a key driver to bring new dynamics and create innovative ideas.
- Take a leadership role in the network.
- Allow independence in different countries to account for different cultures and priorities.
- Use external networks to share experiences and learn from other industries.
- Leverage your budget in order to organize events and ensure members’ participation. ■

KEY FIGURES

- 373 people responded to the survey in 10 days.
- 86% of the respondents were women.
- 76% of women respondents were involved in women’s networks.
- 64% of the women who were members of a network considered it had helped them reach their goals.

Women's empowerment: Bearing witness to the changes

Moderator

Su-Mei Thompson, CEO, The Women's Foundation, and Member, The Equal Opportunities Commission

Speakers

Patricia Barbizet, CEO, Artemis, and Vice-Chairman of the Board of Directors, Kering

Mona Al Marri, Director General, Dubai Government Media Office, and Chairman of the Board of Directors, Dubai Women Establishment

Virginie Morgon, Executive Board Member and Deputy CEO, Eurazeo

Theo Sowa, CEO, the African Women's Development Fund, and Member of the Women's Forum Program Committee

Melanne Verveer, Executive Director, Institute for Women, Peace and Security, Georgetown University



Su-Mei Thompson, Patricia Barbizet, Theo Sowa, Melanne Verveer, Mona Al Marri, Virginie Morgon

« Empowerment comes from society. Social media is our challenge. »
Mona Al Marri



Flash this code for the full video of the session

Women have made impressive progress towards equality, but in many parts of the world the record is still uneven. Education is a critical factor in empowering women and lifting them out of poverty, yet attacks by extremists like Boko Haram in northern Nigeria show that some groups do not want to see the advancement of women.

Si l'égalité des femmes a considérablement progressé, nombreuses sont les régions du monde où la situation demeure déséquilibrée. L'éducation est essentielle pour autonomiser les femmes et parvenir à les sortir de la pauvreté ; pourtant, les attaques d'extrémistes tels que Boko Haram dans le nord du Nigéria révèlent que certains groupes luttent encore contre cette amélioration de la condition féminine.

« We have to look at how we can get back the traditional frameworks, the positives that actually promoted and protected women. »

Theo Sowa



Theo Sowa

« Denial of women's rights goes hand-in-hand with instability. »

Melanne Verveer



Mona Al Marri



Patricia Barbizet

« Laws change when society is able to accept them, to nurture them or to push them. »

Patricia Barbizet



Su-Mei Thompson, Theo Sowa, Melanne Verveer, Virginie Morgon, Patricia Barbizet, Mona Al Marri



Virginie Morgon

GROWING EQUALITY AND INDEPENDENCE

For the most part, however, the record is impressive. Even in Europe, attitudes have come a long way. Patricia Barbizet recalled that until 1944 women could not vote in France, and until 1965 women there still needed permission from their husbands to apply for a job. But by 1973 France had begun opening the doors of its top business and engineering schools to women, and today France has some of Europe's most progressive laws on gender equality.

Mona Al Marri noted that when the United Arab Emirates was formed in 1971, the government canvassed Dubai for recent university graduates. It could only find 25. Dubai had only one high school for girls. Today 66% of the government is composed of women, and Dubai has the region's highest percentage of women high school graduates continuing on to university. "I see achievement

in a very short time," Mona Al Marri said. "Our story is human development."

Advances by women are also notable in Africa. Theo Sowa noted that roughly 60% of the candidates elected to Rwanda's parliament have been women for the last three elections.

CHANGING ATTITUDES AS WELL AS LAWS

More than passing laws mandating equality, real social change depends on changing social attitudes, noted Theo Sowa. "You can have the best legislation in the world," she said, "but if you don't change people's hearts and minds, if people don't recognize the values and principles that underlie the legislation, then you don't change anything." And nothing is guaranteed. "We have to pay attention on a daily basis to make sure that the rights we have achieved are not lost," said Virginie Morgon.

coal mines. They are the first to fall victim to the violence that eventually affects society at large. Theo Sowa pointedly argued that the international community could have done more to help the 200 Nigerian school girls kidnapped by Boko Haram. Instead it turned its attention to other priorities, and the missing girls were largely forgotten.

Women play a vital role in any dynamic society. They are essential in the workplace for purely economic reasons, yet when the financial crisis hit, women were among the first to be laid off. Although more women are working in France now than ever before, two-thirds are at the lower end of the pay scale. "As women, we can change society," concluded Mona al Marri. Nevertheless, the consensus was that it will take vigilance to make that happen. ■

KEY FIGURES

- 128 countries still have laws that treat men and women differently.
- 700 million women under the age of 15 have been forced into marriage. Another 14 million women under the age of 15 are forced into marriage every year.

CONTENDING WITH EXTREMISM

The rights of women are under direct attack in a number of countries. "The most dangerous places in the world are the most dangerous places for women," observed Melanne Verveer, noting that women often serve the same early warning function as canaries in

« If we don't put women on our priority list nothing will happen. »

Virginie Morgon

No job, no future: The great challenge of youth employment

Moderator

Linda Douglass, Media professional and communications consultant

Speaker

Angel Gurría, Secretary General, OECD



In most countries of the world, unemployment for young people is two or three times higher than the overall unemployment rate, and three times higher than that of their parents' generation. In the OECD countries, the most developed in the world, the average unemployment rate is just under 8%, but youth unemployment is more than 16%. In Spain, the respective numbers are 25% and 50%; in Greece, 30% and 60%. The hardest-hit group is young men with low skills, but as the crisis continues, more and more groups are being affected.

Dans la plupart des pays du monde, le chômage des jeunes est deux à trois fois supérieur au taux de chômage global, et trois fois plus élevé que celui observé à l'époque de leurs parents. Dans les pays de l'OCDE, les plus développés au monde, alors que le taux de chômage moyen frôle les 8 %, le chômage des jeunes dépasse les 16 %. En Espagne, les chiffres respectifs atteignent 25 et 50 % ; en Grèce, ils s'élèvent à 30 et 60 %. Les jeunes hommes peu qualifiés constituent le groupe le plus durement touché, mais à mesure que la crise se poursuit, de plus en plus de groupes sont aujourd'hui concernés.

« *It's a tragedy, a waste, a luxury we can't afford, especially in the OECD countries. We need every able hand on deck...* »

Angel Gurría



Angel Gurría, Linda Douglass



Flash this code for the full video of the session



Angel Gurría

A LEGACY OF THE ECONOMIC CRISIS

The EU is experiencing continuing slow growth, but even in the United States, which has created 10 million jobs in the past four or five years, the youth unemployment rate is still two or three times higher than the overall rate. These astronomical rates are partly a legacy of the six-year economic crisis and partly a result of traditional problems that have been exacerbated by the crisis.



Linda Douglass

« All men and women are economic assets, but women are the single most underutilized assets in our societies, untapped potential. »

Angel Gurría



Angel Gurría, Linda Douglass

One new phenomenon is long-term unemployment of more than six months, with many young people never really entering the job market at all or, if they do, finding only low-paid, precarious positions that do not offer security or training. These factors affect a country's whole economy, since growth depends on increased purchasing power. "It's a socially and politically dangerous situation, an explosive situation," said Angel Gurría.

MISMATCHED SKILLS

Other contributing factors are mismatches between the skills young people are being taught and those needed by employers, with schools producing graduates who are not absorbed by the job market. The question in the United States and Europe is whether, when their economies do recover, job seekers will have the skills they need. Closer cooperation is needed to bridge the gaps between education, the labor market and on-the-job training programs.

"This is the biggest, deepest, toughest economic recession in our lifetimes," said Angel Gurría, "and we are still looking at the wounds. It has a scarring effect on unemployed youth. It's a tragedy, a waste,

a luxury we can't afford, especially in the OECD countries. We need every able hand on deck, every woman, every young person, the elderly, those frustrated young men and women who are not in the job market. It's an enormous loss of opportunity, first for them and their families, but also for the economy and society, a loss of talent and potential." ■

« Some problems can only be addressed by looking at solutions that include women. »

Angel Gurría

KEY FIGURES

- Young people aged 15-24 represent **17%** of the world's population but **40%** of the world's unemployed.
- In Greece, youth unemployment is close to **60%**.

Women for Change opening dinner

hosted by Orange and the Women's Forum

Featuring

Christine Albanel, Executive Director in charge of CSR, Diversity, Partnerships and Philanthropy, Orange

Patricia Loison, Journalist, France 3, France Télévisions

Marianne Mairesse, Editor-in-Chief, Marie Claire France

Véronique Morali, CEO, Webedia, and President, Women's Forum for the Economy & Society

Rokia Traoré, Singer and Director, Passerelle Foundation



Adamou Hawaou, Noushka Teixeira, Mariam Sidibé, Mariama Moussa, Masego Mmpi



Patricia Loison, Christine Albanel, Marianne Mairesse



Patricia Loison, Mariama Moussa

Véronique Morali welcomed the participants and introduced both the Women for Change Awards created by the Orange Foundation, and the Women's Forum itself. She then handed over to Patricia Loison, the Master of Ceremonies, who announced the purpose of the two €30,000 awards, and the five African candidates short-listed from among the 25 initially selected. Christine Albanel said that the awards provided an opportunity to focus on the issues that are important. "Things are changing for the better, but not everywhere," she said. "With these awards we wish to highlight women for change in Africa."

Après avoir accueilli les participants, Véronique Morali a présenté les Women for Change Awards, créés par la Fondation Orange, et expliqué la vocation du Women's Forum. Elle a ensuite donné la parole à Patricia Loison, Maîtresse de cérémonie, qui a exposé l'objectif des deux récompenses d'une valeur de 30 000 €, avant de présenter les cinq candidates africaines sélectionnées parmi les 25 initialement en lice. Christine Albanel a déclaré que ces prix offraient une occasion unique d'aborder des thèmes majeurs. Elle a affirmé : « La situation tend à s'améliorer, mais pas dans toutes les régions du monde. Grâce à ces prix, nous tenons à mettre en lumière les femmes luttant en faveur du changement en Afrique. »

« As the daughter of a woman who had to fight her way forward, I would like to say 'courage' to all those women who are doing the same here tonight. »

Rokia Traoré



Members of the Orange delegation



Members of the Renault-Nissan Alliance delegation



Members of the Mexican Delegation



The Dubai delegation

Marianne Mairesse said that this was a special year for Marie Claire as it embraced its 60th anniversary. From the very beginning, she noted, the leading French women's magazine has championed the role of women, and she stressed that emancipation starts with education. "Only this way can women and girls escape forced marriage and violence," she said.

THE WOMEN FOR CHANGE AWARDS

Patricia Loison announced the first winner, Mariama Moussa of Niger, chosen via 35,000 previously canvassed online votes. Mariama Moussa's organization, SOS Femmes et Enfants Victimes de Violences Familiales (SOS FEVVF), concentrates on creating awareness of violence against women and children. "When a woman faces domestic violence, she needs to talk about it," explained Mariama Moussa, who fought as if in a presidential campaign to alert her country to the problems. She thanked the Women's Forum for helping her meet the "enormous challenge" of making people in the outside world more aware.

Videos illustrating each candidate's work were shown, and Patricia Loison then asked participants to select the second winner by the end of the dinner. For many, this proved an emotionally difficult decision given the high quality of the projects, all of which grapple with the problems of violence and women's education. The final choice was Noushka Teixeira from the Democratic Republic of the Congo, whose Matumaini Center supports 50 young girls, all orphans and victims of

sexual violence. Deeply moved, she thanked participants for the recognition received for her work with girls.

ALL EXCEPTIONAL PROJECTS FOR PROMOTING CHANGE

The three remaining initiatives included:

- The Jigiya Bon Center of the Association d'Appui à la Scolarisation des Filles founded by Togo Mariam Sidibé of Mali. For the past 10 years, the center has helped orphans and disadvantaged women escape poverty by providing them with the necessary tools, such as education or vocational training, to become independent.
 - The Association des Femmes Haoussa pour le Développement (AFHADEV) established by Adamou Hawaou of Cameroon, which helps provide education for girls who have no choice but to work and have children.
 - The Kgetsi Ya Tsie Women's Trust run by Masego Mmipi of Botswana, which helps disadvantaged rural girls and women through microloans and training so that they can learn to produce and market local agricultural resources.
- Another highlight was a performance by Malian Rokia Traoré, who sang two songs, but also explained how she succeeded as a performer because of the sacrifices made by her mother to ensure that her children would be educated. Her own Passerelle Foundation, she said, helps young girls learn an instrument and make music. Through her work as a performer, she added, "I can also talk about rape and forced marriage." ■



Veronique Morali, Noushka Teixeira, Christine Albanel



Rokia Traoré

KEY FIGURES

- The Mali project: In three years, **50** women will be trained to gain their independence through income-generating activities.
- The Niger project: **One-third** of girls are married off before the age of **15**. Three-quarters of deaths among teenage girls are linked to pregnancy.
- The Cameroon project: **6,400** young girls from the Yaoundé II area will receive an education.
- The Botswana project: Women in **7** villages will have access to training, equipment and structures to produce and sell Morula oil.
- The Congo project: The new center will provide a safe environment for **50** girls currently living in danger.

DISCOVERY SESSION

by Hyatt, JCDecaux and Musée d'Orsay

CULTURE en français

BOLDNESS HAS GENIUS,
POWER AND MAGIC

Tomorrow's hospitality – developing facilities that respect their environment

Speaker

Brigitta Witt, Global Head of Corporate Responsibility, Hyatt

« With 95,000 employees in 45 countries, we are in a position to think innovatively and to engage. »

« We cannot operate a hotel unless we have access to plentiful natural resources. Our communities are vital to our success. »

« Sustainability is a good business decision. It lowers costs and it is very important for our guests. »

Brigitta Witt

During an informal discussion with women from the hospitality industry, Brigitta Witt discussed the three goals of Hyatt's new 2020 Vision sustainability platform: using resources wisely, building smart and innovating and inspiring.

Lors d'une discussion informelle avec des professionnelles du secteur de l'hôtellerie, Brigitta Witt a évoqué les trois objectifs de Vision 2020, la nouvelle plateforme dédiée au développement durable lancée par le groupe Hyatt : exploiter les ressources de façon responsable, construire intelligemment et innover pour devenir une source d'inspiration.



Brigitta Witt

- Using resources wisely: Hyatt aims to increase the sustainability certification of their seafood sourcing to at least 50%. "It is not always easy because we must balance cultural and environmental issues," said Brigitta Witt. "For example, we will not serve shark fin soup in our Chinese hotels."
- Building smart: Priority is placed on fostering strong relationships with contractors and suppliers, who are required to sign a Supplier Code of Conduct. "We want them to question where things are made, and how," Brigitta Witt explained.
- Innovating and inspiring: With 95,000 employees in 45 countries, Hyatt is in a position to think innovatively and to engage its colleagues. However, this can be a huge challenge. For example, China has no culture of volunteerism, noted Brigitta Witt. "We have had to work very hard to

educate our colleagues. We encourage them to improve their communities, we empower them to choose the activity, and we match them with charities." Last year, Hyatt clocked over 100,000 volunteer hours from employees worldwide. Recycling is Hyatt's greatest sustainability challenge, and the company also aims to reduce food waste by

20%. However, Brigitta Witt's greatest pride is Hyatt's commitment to human rights and human trafficking. "Once we dug into human trafficking, we realized how much it could impact our organization," said Brigitta Witt. With an NGO, Hyatt developed a training program to help employees recognize and report trafficking. This issue is challenging to address. "What do you do when you see a 60-year-old white man walking down the hallway with a ten-year-old Vietnamese child?" she asked. "Is it trafficking? Or is it a grandfather with his adopted child?"

Audience members from India, Mexico and France concluded that the Corporate and Social Responsibility conversation has become similar across organizations and countries. One attendee noted the importance of coming together and collaborating to set standards together. ■

KEY FIGURES

- Hyatt has **95,000** employees in **45** countries.
- In 2013, Hyatt clocked over **100,000** (paid) volunteer hours from its employees.
- Hyatt has made a commitment to reduce food waste by **20%**.
- Hyatt just launched a partnership with the WWF to ensure that at least **50%** of their seafood is sustainable.

Museums moving towards modernity

Speakers

Anne Mény-Horn, General Manager, Musée d'Orsay and Musée de l'Orangerie

Guillaume Maréchal, Head of Fundraising Musée d'Orsay and Musée de l'Orangerie

« Since 16% of the museum's resources are dedicated to the acquisition of works of art, whenever you buy a ticket you contribute to enriching the collection. »

« The museum is a laboratory of ideas and innovation. »

Anne Mény-Horn

The world of French museums is changing rapidly. National museums like the Musée d'Orsay and the Musée de l'Orangerie, accustomed to relying on state subsidies, are increasingly required to fend for themselves. How are they coping with the challenge of raising funds when they have "nothing to sell but everything to value," as Anne Mény-Horn put it?

Les musées français évoluent très rapidement. Des musées nationaux tels que le Musée d'Orsay et le Musée de l'Orangerie, habitués à fonctionner grâce aux subventions publiques, se retrouvent de plus en plus seuls. Comment parvenir à collecter des fonds lorsque l'on n'a « rien à vendre, mais tout à mettre en valeur », se demande Anne Mény-Horn ?

Admission fees are only one way of bringing in funds, however. The museum, whose dual missions of preserving its collection while making it available to the public sometimes collide, now actively seeks funds by cultivating private sponsors and partners, renting out space for events and leasing traveling exhibitions. It is also trying its hand at crowd-funding: in only 10 days it raised the first EUR 30,000 of the estimated EUR 600,000 needed to restore "L'Atelier du Peintre," a monumental painting by Gustave Courbet.

HIGH-VALUE CULTURE

Since it was founded in 1956, the Musée d'Orsay has attracted 75 million visitors, 65% of them foreigners. It now welcomes 3.5 million visitors per year. Anne Mény-Horn points out that in France, culture is a high-value industry, with an economic impact far ahead of automobiles, luxury products and even the defense industry. It is also a leader

in terms of employment, with 300,000 people working in the art industry.

Orsay has shrugged off the dusty image of old-fashioned museums by completely changing the presentation of the collections, updating its decor and modernizing technical aspects like lighting. "The curators wanted the public to know that the Impressionists are not just for stuck-up old people," said Anne Mény-Horn. The museum is also embracing the digital revolution, not only with its website, audio tours and informational screens, but also with new augmented-reality tools that will help educate and inform the public, another of its important missions. ■

KEY FIGURES

- 300,000 people work in the art industry in France.
- The Musée d'Orsay has 3.5 million visitors per year.



Anne Mény-Horn, Guillaume Maréchal

DISCOVERY SESSION

by Hyatt, JCDecaux and Musée d'Orsay

CULTURE 8014

BOLDNESS HAS GENIUS,
POWER AND MAGIC

When brands meet the Z generation's urban needs

Speakers

Françoise Hernaez-Fourrier, Head of Strategic Planning, Ipsos ASI

Dominique Levy, General Manager, Ipsos France

« The brand must learn what is possible and what is not in these new cities. » »

Françoise Hernaez-Fourrier

« Z Generations know more than ever the kind of power that it has. » »

« Being a citizen will not mean obeying the laws. (Generation Z) will want to make their own laws. » »

« People are learning more than ever from their peers and from their kids. » »

Dominique Levy

Brands are becoming more integrated with the urban environment in order to appeal to and meet the needs of the youngest generation of consumers, Generation Z, evidence from Ipsos has suggested.

Members of Generation Z, aged 12-20, are digital natives, Dominique Levy said. For them the digital world is just the world; they are hyper-connected and have a fluid identity, refusing to be identified as part of a single group. This makes them game changers as far as branding is concerned.

L'institut Ipsos révèle que les marques s'intègrent de plus en plus dans l'environnement urbain afin d'attirer la plus jeune génération de consommateurs, baptisée génération Z, et de satisfaire à ses besoins.

Âgés de 12 à 20 ans, les membres de la génération Z sont nés pendant l'ère du numérique, explique Dominique Levy. Selon eux, le monde digital désigne le monde dans son ensemble ; ils sont ultra connectés et sont capables de moduler leur identité, car ils refusent d'être associés à un groupe unique. Ils sont ainsi à même de changer la donne en matière de stratégie de marque.



Dominique Levy, Françoise Hernaez-Fourrier

BRANDS THAT MUST EARN THEIR PLACE

Cities for Generation Z are no longer places of rules, Dominique Levy explained. The urban environment in some ways belongs to them. Today, advertisements can appear anywhere in the city, but Generation Z will only permit the kind of branding that appeals to them. "The brand must learn what is possible and what is not in these new cities," said Françoise Hernaez-Fourrier.

Surprise is the key for brands wishing to appeal to Generation Z, said Dominique Levy. Members of this cohort know the value of their own attention, and brands must prove themselves worthy of it. Yet "they are difficult to surprise because they are overfed," she continued. A Coca-Cola truck appearing unannounced on a street and offering cold

drinks at the end of the day is a good example of the kind of surprise that works, but of course it cannot be reused too often or risk becoming stale.

Dominique Levy explained that brands must ask themselves with regard to their products: Is it relevant? Is it normal? Is it special? Being at once relevant and special is the challenge brands face when trying to appeal to this generation.

More than ever, there is also reverse transmission going on from the digital natives to older generations. Brands must keep in mind how Generation Z influences those around them, Dominique Levy said. Their values are spreading across all ages, and the branding industry must be prepared. ■

KEY FIGURES

- The average member of Generation Z spends more than 3 hours a day on social media.
- An Ipsos study revealed that on an average day in Paris people encounter 3 instances of "smartphone stimuli."

Corporate culture – boosting the care approach

Speaker

Karen Dawson, VP, Digital Strategies, Hyatt

« Our brand is not in our hands. It is in the hands of our guests, of journalists, of everyone who comes into contact with Hyatt, and so we try to make sure in every contact there is kindness and honesty. »

Karen Dawson



Karen Dawson

Care is fundamental to the way that the Hyatt Corporation does business, said Karen Dawson. This ranges from the basic message Hyatt sends to its employees – “bring your whole person to work” – to its attempts to show care and concern for its guests, to learn their needs and desires and, if possible, to meet them

« Le groupe doit porter une attention toute particulière à ses activités », explique Karen Dawson. Et cette attention se ressent depuis le message clair transmis par Hyatt à ses employés – « bring your whole person to work » (c'est-à-dire mettez tout votre cœur à l'ouvrage) – jusqu'aux efforts déployés par le groupe pour faire preuve d'attention et de bienveillance à l'égard de ses clients, découvrir leurs besoins et leurs désirs, et dans la mesure du possible, les satisfaire.



Put in charge of digital strategies for Hyatt, Karen Dawson began looking for strategies to support this core message. Through experiments and trials, she has developed uses of social media which extend and deepen the practice of care both toward guests and among employees. Working at first with individual hotels, she found that social media solutions to achieve specific sales goals, even when successful, left employees without any sense of an overall strategy for social media use.

Going back to the drawing board, Karen Dawson brought representatives from all departments together to form a digital strategy task force. Results were assembled on a responsive platform, ensuring that the strategy would be a living, interactive phenomenon. An inclusive social media policy among employees, all of whom are actively encouraged to use social media, has helped further Hyatt goals such as cultivating empathy.

A social media strategy has also helped Hyatt spread the message about what makes it different in the face of the competition. In an experiment, hotel employees were encouraged to reach out to guests informally when they noticed them on social media, tweeting from poolside, for example. Half-expecting a negative reaction, Karen Dawson and her staff were pleasantly surprised to find that guests loved it.

“We don't do social media to sell more nights in our hotels. Social is a great tool for caring for people and that is what Hyatt does,” explained Karen Dawson. Hyatt has found that a social media strategy has helped it care for guests while also building empathy, trust, teamwork and effectiveness among employees. Social media has helped bring global strategies down to the local hotel level through empowering individuals, not by imposition. ■

Learning from new tech pioneers from emerging markets

Moderator

Hans-Paul Bürkner, Chairman, The Boston Consulting Group

Speakers

Maria Teresa Arnal, Founder and CEO, Clarus Digital

Neesha Bapat, Project Manager, Humint, and former Project Director, Innovating Women: Past, Present & Future

Dorcas Muthoni, CEO and Founder, Openworld Ltd, and Women's Forum Rising Talent alumnus

Anil Raj, Co-Founder and CEO, OMC Power

« Success is keeping on pushing until we have transformed our society using technology. »
Dorcas Muthoni



Flash this code for the full video of the session

KEY FIGURES

■ 14% of engineers in the US are women – in the 1980s it was 30%.



Anil Raj, Maria Teresa Arnal, Dorcas Muthoni, Neesha Bapat, Hans-Paul Bürkner

In Kenya mobile technology is being used to create solutions at a local level. Mobile phone services, such as the money transfer and microfinancing offer of M-Pesa, now account for 20% of the revenues of the country's largest telecom operator, said Dorcas Muthoni. New supply chains then build up around these successful businesses. As a result, graduates are encouraged to become technology entrepreneurs and innovators, rather than join established corporations. In turn this has led to investment in technology hubs by companies such as IBM and Cisco.

Au Kenya, la technologie mobile permet de créer des solutions au niveau local. Selon Dorcas Muthoni, les services de téléphonie mobile, à l'image de l'offre de transfert de fonds et de micro-financement de M-Pesa, représentent aujourd'hui 20 % du chiffre d'affaires du plus grand opérateur télécom du pays. De nouvelles chaînes d'approvisionnement voient ainsi le jour autour de ces entreprises florissantes. Les jeunes diplômés sont par conséquent vivement encouragés à créer leur propre entreprise et à innover dans le domaine de la technologie plutôt que d'intégrer des entreprises existantes. Ceci a d'ailleurs incité des sociétés telles que IBM et Cisco à investir dans des hubs technologiques.

« Mobile technology creates new jobs and increases efficiency in every sector it touches. »

Anil Raj



Anil Raj, Maria Teresa Arnal



Hans-Paul Bürkner



Dorcas Muthoni

« Being young is one of the biggest challenges if you are trying to introduce new technology to enterprises. »

Dorcas Muthoni

India's size and population make it a daunting place in which to introduce new technology, but the scale of the problem is matched by the scale of the opportunity, said Anil Raj. "Mobile technology creates new jobs and increases efficiency in every sector it touches," he said. This has made a big difference to people who live on USD 2 a day.

While the open culture of California's Silicon Valley, and its acceptance of risk and failure, has helped foster technological innovation, women still face additional hurdles. Obtaining finance is more difficult for women, as is breaking into technology networking groups, observed Neesha Bapat. As a consequence, in Silicon Valley women are creating their own networks, women "angel investors" are on the increase, and crowdsourcing is growing as a way to generate funds.

CHALLENGES AND OPPORTUNITIES

The digital space offers possibilities for women faced with unequal opportunities. Setting up digital companies does not require the access to capital resources demanded by other start-ups. Women are starting their own media and service companies, writing blogs and offering applications that add value to the environment. "It is easy to start, but not to scale," said Maria Teresa Arnal.

« It takes time for people to understand how technology can change their business. You need to give them that time. »

Maria Teresa Arnal

« It is hard for women entrepreneurs to get access to capital. »

« We need to expose women to technology at a very early age. »

Neesha Bapat

Young people – men and women – have trouble introducing new technology ideas to established companies, noted Dorcas Muthoni, but women in particular face difficulties raising capital. It requires determination to convince reluctant financiers. People think you cannot deploy new technologies in developing markets, observed Anil Raj, but really these markets are ready for the very latest innovations. Developing markets have been able to leapfrog technology. Out-dated regulatory structures are the real barriers to progress. "Policy-makers are stuck 50 years in the past," he said.

EARLY EDUCATION IMPORTANT

Lack of technology infrastructure is an obstacle to progress in developing markets, but lack of education is more serious. There is a shortage of women in engineering and technology globally, pointed out Maria Teresa Arnal. Education is a major factor in redressing the imbalance, said Neesha Bapat. Girls should be put in front of computers at an early age, and encouraged to play with toys that build an interest in mathematics and science. Stereotypes about what technology people do need to be broken: technology can improve people's lives, she added.



Anil Raj



Neesha Bapat

INGREDIENTS FOR SUCCESS

The panel were unanimous in their view that building the right team is the key to driving the business forward – and relieving some of the pressure on the leading entrepreneur. "Being an entrepreneur is a rollercoaster ride," said Maria Teresa Arnal: be prepared for the down days as well as the triumphs. Don't let emotion get the better of you, warned Dorcas Muthoni, and take your time before deciding when to act. Anil Raj noted the tendency of entrepreneurs to want everything their own way, but the ability to compromise is an invaluable skill.

The business is successful when it no longer needs you, and can flourish on its own, agreed Maria Teresa Arnal and Anil Raj. "Success is keeping on pushing until we have transformed our society using technology," concluded Dorcas Muthoni. ■

Social welfare or liberal capitalism – what to do about income inequality?

Moderator

Andrew Hill, Associate Editor and Management Editor, FT

Speakers

Markus Jäntti, Professor of Economics, Swedish Institute for Social Research

Heather C. McGhee, President, Demos



Andrew Hill, Markus Jäntti, Heather McGhee

Income inequality needs to be analyzed over time and not just in terms of how the cake is divided at the present moment, said Markus Jäntti. Constant inequality would mean that everyone was moving forward at the same rate. Even where people at the bottom are adding wealth, they are doing so at a slower rate than are those at the top.

Les inégalités salariales doivent faire l'objet d'une analyse sur le long terme, et pas simplement au moment présent, a expliqué Markus Jäntti. Une inégalité constante signifierait en effet que chacun avance au même rythme. Si les individus situés au bas de l'échelle ajoutent de la richesse, ils le font plus lentement que les personnes situées en haut de l'échelle.

« *There is nothing new about who is at risk.* »

Markus Jäntti



Andrew Hill



Heather McGhee



Markus Jääntti, Heather McGhee



Andrew Hill, Markus Jääntti

« *Why can't [working people] make their needs known? It all has to do with inequality of voice. If she only earns US\$11.25 an hour, she only has US\$11.25 an hour worth of a voice in the democracy.* »

Heather C. McGhee

There is nothing new about which groups are hardest hit by inequality: children, single-parent families (which are primarily headed by women), the marginally employed, the long-term unemployed, and the elderly – especially older women without partners.

Following the tenets of Milton Friedman, some economists believe that greater inequality engenders more dynamism, more social mobility and greater progress. Alan Krueger, chairman of the US Council of Economic Advisers, refuted that with his 'Great Gatsby Curve,' said Heather C. McGhee. This showed that greater inequality actually leads to less social mobility for the next generation.

Heather C. McGhee discussed the retailer Walmart, the largest employer in the United States, as an example of modern business practices that she said contribute to income

inequality. She said employees earn low wages, get no sick leave, and work on a just-in-time schedule under which working times are determined day-by-day. Meanwhile, the six family heirs who own the company own more wealth than 42% of American households combined, she claimed. She also claimed that the amount that Walmart spends on stock buybacks would be enough to give all Walmart workers who earn less than USD 25,000 a year a five-dollar-per-hour raise.

Among the reasons for the rise in inequality in the United States since 1979 are weaker trade unions and campaign financing regulations that allow hugely disproportionate contributions from the wealthy, Heather C. McGhee continued. Some in the US argue that the minimum wage needs to be increased to fuel consumer spending to bolster the economy. ■



Markus Jääntti

« *What are you going to do if you want to increase the wealth of the people at the bottom? You have to weigh the benefits and their costs. We tend to talk more about the benefits. There are no free lunches. You have to decide which trade-offs you want to make.* »

Markus Jääntti

KEY FIGURES

- In the 2012 US elections, 32 billionaires contributed more money than all of the small contributors combined.
- The federal minimum wage in the United States is **US\$7.25** an hour.

Diplomat and woman

– rising past
the bias

Moderator

Virginie Robert, Foreign Desk Editor, Les Echos

Speakers

Nathalie Loiseau, Director, Ecole Nationale d'Administration



Virginie Robert, Nathalie Loiseau

After a long career in diplomacy, Nathalie Loiseau has seen it all – a reality captured in her recent book, *Choisissez Tout*, which translates roughly as ‘Choose It All.’ Today, she heads one of France’s most prestigious *Grandes Ecoles*, better known by its acronym ENA. As a young woman, just out of school, Nathalie Loiseau said she assumed that her own country, France, must naturally be more advanced than others in considering the rights of women. Years of diplomatic travel proved otherwise. She said that some of the most enlightening moments happened in Muslim countries where she discovered the joys of sisterhood. France, she found, was more fixated on nostalgia than progress. It was that realization that led her to write her book.



Nathalie Loiseau

Au cours de sa longue carrière de diplomate, Nathalie Loiseau a tout vu, ou presque. Une réalité qu'elle décrit dans son récent ouvrage, *Choisissez Tout*. Aujourd'hui, elle dirige l'une des plus prestigieuses grandes écoles françaises, l'ENA. Il y a quelques années, toute jeune diplômée, Nathalie Loiseau a expliqué être convaincue que son propre pays, la France, devait naturellement être plus avancé que d'autres en matière de droits des femmes. Ses innombrables voyages diplomatiques lui ont finalement prouvé le contraire. Elle a affirmé avoir vécu certains des moments les plus mémorables de sa carrière dans des pays musulmans, où elle a découvert les joies de la solidarité féminine. Elle a par ailleurs réalisé que la France était en réalité plus attachée à la nostalgie qu'au progrès. C'est cette prise de conscience qui l'a incitée à écrire son livre.

« Men want to have it all, and they do have it all.
Should we be any different? »

Nathalie Loiseau



Nathalie Loiseau

« Accept imperfection. Learn to be the way men are. »

Nathalie Loiseau

A NEW APPROACH TO TRAINING AN ELITE

Nathalie Loiseau has introduced a new approach at ENA designed to better equip France's best and brightest in an increasingly globalized world. Although ENA was France's first Grande Ecole to admit women, they regularly accounted for less than one-third of the students, and often fared less well than men on the mandatory oral presentation to a jury of admissions officers. The reason, Nathalie Loiseau maintains, is that women have had less experience at public speaking, a weakness that she is now trying to eliminate. Another reason is that women have a greater tendency than men to question themselves. In a world in which disruption is increasingly commonplace that can be a valuable trait, and it is a quality that Nathalie Loiseau is now trying to introduce into ENA's curriculum. Noting that it is impossible in the present moment to have all the answers to the future, she said that the trick is to know which questions to ask. With a new approach

to admissions testing, women now make up 45% of ENA's incoming students. Nathalie Loiseau, who did not attend ENA herself, says that although ENA's students should reflect France's population, she has nothing against elites. Every country needs leaders, and it makes sense to train them well. Nevertheless, she thinks care is needed in how the elite is chosen. Meritocracy can often serve as a cover for reinforcing stereotypes and prejudices. A better approach is to create objective criteria and to be transparent about exactly what is expected. In doing that, she said, you invite diversity to the table. ■

KEY FIGURES

- Since Nathalie Loiseau became the school's director, women account for **45%** of Ecole Nationale d'Administration's student body.
- Previously only **28%** of students at France's prestigious Ecole Nationale d'Administration were women.



Virginie Robert

CEO Champions



Aymar de Lencquesaing, Jo Benoit, Ingrid Nuelant



Fabrice Domange, Maria Livanos Cattaudi



Corinne Le Goff



From left to right, 1st row: Philippe Castagnac, Muriel de Saint Sauveur, Pascale Witz, Nang Lang Kham, Nang Kham Nong, Pat Milligan, Maria Livanos Cattaudi, Rannveig Rist, Anne-Gabrielle Heilbronner, Corinne Le Goff, Olivier Fleurot. 2nd row: Rohini Anand, Catherine Ladousse, Laurent Depond, Mari-Noëlle Jego-Laveissiere, Ingrid Nuelant, Rosario Pérez, Mary Goudie, Hans-Paul Bürkner, Michel Landel, Fabrice Domange, Jo Benoit, David Hudd, Alan McIntyre. 3rd row: Carole Saglio, Chloé Jay, Aymar de Lencquesaing, Carey O'Connor Kolaja, Ann Walker Marchant

On 16 October 2014, 24 CEOs and corporate leaders selected a series of best practices to be presented in 2015 to the European Commission. The CEOs met during the CEO Champions Side Meeting at the 10th Edition of the Women's Forum Global Meeting in Deauville, France.

Le 16 Octobre 2014, 24 dirigeants et chefs d'entreprise ont sélectionné une liste de bonnes pratiques qui sera présentée en 2015 à la Commission Européenne. Les dirigeants se sont réunis lors d'une session privée durant la 10e édition du Women's Forum Global Meeting à Deauville en France.

The best practices they elected to promote can be classified in three categories:

1 - Boardroom:

- a. To set term limits for board members to increase turnover.

2 - Corporate programs to promote women's leadership:

- a. To create a structured network
- b. To foster cultural change – permeating
- c. To build self-confidence, assertiveness, through sponsor training

- d. To define the four or five career stages that lead to leadership positions

- e. To develop cross-country, cross-company mentoring

- f. To create visibility for programs and talent

3 - Accountability for CEOs and corporations:

- a. Programs need to be embedded in strategy.

- b. To set goals: Measure / Incentives, over a timeframe of several years

- c. Leading by example.

The CEOs and Corporate leaders in attendance at the 2014 CEO Champions Global Meeting included (alphabetical order):

- **Jo Benoit**, Cluster Head, France and Benelux, Baxter Healthcare
- **Hans-Paul Bürkner**, Chairman, The Boston Consulting Group
- **Susan J. Carter**, Chief Executive Officer of Commonfund Capital, Inc.
- **Philippe Castagnac**, CEO, Mazars Group
- **Fabrice Domange**, Managing Director West Europe, Aig Property & Casualty
- **Olivier Fleurot**, CEO, MSLgroup
- **Mary Goudie**, Member, UK House of Lords, and Founding Member, The 30 Percent Club
- **Anne-Gabrielle Heilbronner**, General Secretary, Member of the Directoire, Publicis Groupe
- **David Hudd**, Deputy CEO Worldwide, Hogan Lovells
- **Chloé Jay**, Managing Director, Van Cleef & Arpels France
- **Mari-Noëlle Jego-Laveissiere**, Innovation, Marketing & Technologies Executive VP Orange Groupe
- **Nang Lang Kham**, Executive Director at KBZ Group
- **Nang Kham Nong**, Executive Director at KBZ Group
- **Michel Landel**, Group Chief Executive Officer, Sodexo
- **Corinne Le Goff**, President, Roche France
- **Aymar De Lencquesaing**, President Emea & Senior Vice-President, Lenovo Group
- **Maria Livanos Cattau**, Former Secretary General, International Chamber of Commerce, and Member of The Women's Forum Program Committee
- **Alan McIntyre**, CEO North America, Oliver Wyman
- **Pat Milligan**, CEO, Regional President North America, Mercer

- **Ingrid Nuelant**, Deputy CEO and CFO, Thalys
- **Carey O'Connor Kolaja**, Vice-President, Global Product Solutions, Paypal
- **Rosario Pérez**, CEO, Promujer
- **Rannveig Rist**, General Manager, Rio Tinto Alcan Iceland
- **Ann Walker Marchant**, CEO, The Walker Marchant Group, and Member of the Women's Forum Program Committee
- **Pascale Witz**, Executive Vice-President, Global Divisions & Strategic Development, Sanofi

CEO Champions Brazil met in May 2014 at the 3rd Women's Forum Brazil and committed to implement a series of 10 actions. In December the first CEO Champions Myanmar took place in Yangon during Women's Forum Myanmar-ASEAN 2014. The 20 CEOs and corporate leaders in attendance agreed upon a series of nine commitments.

THE CEO REPRESENTATIVES:

- **Rohini Anand**, VP, Senior Vice-President and Chief Diversity Officer at Sodexo
- **Laurent Depond**, President, Diversity, Orange
- **Brigitte Dumont**, Director of Corporate Social Responsibility at France Telecom-Orange
- **Anthony Gooch**, Director of Public Affairs and Communications, OECD
- **Catherine Ladousse**, Executive Director Communications Emea, Lenovo, and President, Cercles Interelles
- **Gina Qiao**, SVP Human Resources, Lenovo Group Member of The Lenovo Executive Committee
- **Carole Saglio**, VP, RH Global Divisions and Strategic Development, Sanofi
- **Muriel de Saint Sauveur**, International Marketing and Communication Agency Director, Mazars Group



Anne-Gabrielle Heilbronner, Michel Landel, Pat Milligan



Olivier Fleurot, Alan McIntyre, Philippe Castagnac



Rosario Pérez, Carey O'Connor Kolaja, David Hudd



Maria Livanos Cattau, Mary Goudie

CEO Champions: Promoting best practice from Deauville to the European Commission

Moderator

Mary Goudie, Member, UK House of Lords,
and founding member, the 30 Percent Club

Speaker

Philippe Castagnac, CEO, Mazars Group

Anne-Gabrielle Heilbronner, General Secretary,
Member of the Directoire, Publicis Groupe

Michel Landel, Group Chief Executive Officer,
Sodexo

« *It is a man's world
but we are transforming
it to become more
balanced.* »

« *You have to hold
people accountable and
measure. What gets
measured gets done.* »

Michel Landel



Flash this code
for the full video
of the session



Mary Goudie, Philippe Castagnac, Anne-Gabrielle Heilbronner, Michel Landel

The CEO Champions group struck a positive note on the progress being made to topple gender barriers within corporations and bring about equality of opportunity between men and women, although there is much left to do. "What we had at the CEO Committee this morning was extremely positive in terms of mood, so we should be optimistic," said Philippe Castagnac

Même s'il reste encore beaucoup de chemin à parcourir, le groupe des CEO Champions a fait part de son optimisme quant aux progrès réalisés en faveur de l'éradication des barrières de genre en entreprise et de l'instauration de l'égalité des chances entre hommes et femmes. « L'atmosphère qui régnait ce matin lors du Comité des CEO était extrêmement positive, nous devons donc rester optimistes », a déclaré Philippe Castagnac

« *We need to be consistent. The process is slow.* »

Philippe Castagnac



Philippe Castagnac, Anne-Gabrielle Heilbronner, Michel Landel



Mary Goudie



Philippe Castagnac

“The most important thing is that we agreed to keep working between now and Deauville next year,” said Mary Goudie, referring to the meeting of CEOs held in private at the Women’s Forum. A number of issues were agreed, including a call to encourage mentoring of young people, both men and women, across companies and across borders. Companies were also encouraged to offer more flexible working conditions, including part-time working and the ability to work from home.

For Michel Landel, mentoring is vital. “Everyone can make it (to the top). It is just a matter of confidence,” he said. He noted that Sodexo recently boosted representation of women on its executive committee, with women now comprising 43% of membership compared with 25% previously. Women make up nearly 40% of the company’s board. Anne-Gabrielle Heilbronner called for a fight against bias, which is often unconscious. Candidates for any position should be properly assessed. “We are very lucky in Publicis. We have equality between men and women. We have a whole culture of

« I think we have made enormous progress. Sophie Germain was a mathematician in France at the beginning of the 19th century. She had to pretend that she was a man to be able to follow courses in mathematics, so look at us today, this is the progress we have all made. »

Anne-Gabrielle Heilbronner



Rosario Pérez, Maurice Lévy, Christine Lagarde, Olivier Fleurot

respect. We already feel a women-friendly organization,” she said.

PASSION AND COMMITMENT

Change requires passion and commitment, Michel Landel said. For Philippe Castagnac it was crucial to have wide support within management. “It is vital to have the support of the CEO, but if you do not have the same commitment from the CFO and the top and intermediate management, it will not work,” he said. His group now has 750 partners, of whom 14% are women, compared with 10% a decade ago. “It is not enough, but it is progress,” he said. But it would probably take another decade to get to 20%, he said. A participant asked from the floor why so

« Men and women have to work together to accelerate the empowerment of women in business. »

Mary Goudie

long. “We need to be consistent,” he said. “The process is slow.”

NO CONSENSUS

Mary Goudie drew attention to a recent Credit Suisse report suggesting that corporate profits rise when women are in executive positions. FTSE top 100 companies have to report annually on the number of women sitting on boards and on the pay gap between men and women. “I’m hoping other countries will take this on,” she said.

“The fact that there are women sitting in top CEO positions is great. It is an opportunity to show that women can deliver as well as men,” said Anne-Gabrielle Heilbronner. However, there was no consensus at the CEO meeting on whether companies should make regular progress reports on gender equality. ■

KEY FIGURES

- 60% of college graduates today are women.
- There are only 5 women CEOs among the FTSE 100 companies – a figure that has not changed in the last 20 years.

DISCOVERY SESSION

by the Women's Forum, in partnership with The Boston Consulting Group and with AIG, GSK, Publicis Groupe, Sodexo, Unilever and with the support of the OECD

ENGAGE THE FUTURE

Improving the economic power of women in developed countries

Introduction

Neil Barrett, Group Vice-President Sustainable Development, Sodexo

Facilitators

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

Luc de Brabandere, Fellow and Senior Advisor, The Boston Consulting Group



Neil Barrett

Women are underrepresented in the labor market in general, and overrepresented in part-time employment. Often it is assumed that this is only true in developing countries, but it is a significant issue in developed countries as well. A number of factors contribute to the labor-market gender gap in developed countries. Juggling work and family continues to be an issue for women, who often have no choice but to work part time and, as a result, do not advance professionally in the way men do. Women's access to vocational training is limited because part-time employees receive fewer training opportunities. Furthermore the vocational training that women receive is less focussed on technical skills than training received by men, and therefore women benefit from it less. Women's income is lower than men's throughout their lives, and the gap widens after the age of 63. Availability of childcare services remains a key element in solving the gender gap.

Si les femmes sont sous-représentées sur le marché du travail en général, elles occupent la majorité des postes à temps partiel. On imagine souvent que ce phénomène concerne uniquement les pays émergents, mais il constitue également un problème majeur dans les pays développés. Plusieurs facteurs contribuent à ces inégalités hommes/femmes sur le marché du travail des pays développés. Jongler entre travail et famille demeure problématique pour les femmes, qui n'ont souvent pas d'autre choix que de travailler à temps partiel. Par conséquent, elles ne bénéficient pas du même avancement professionnel que les hommes. L'accès des femmes à la formation professionnelle est ainsi limité, car les employés à temps partiel ne bénéficient que d'un éventail réduit d'opportunités de formation. En outre, les femmes se voient dispenser une formation professionnelle moins axée sur des compétences techniques que les hommes, et par conséquent en tirent moins d'avantages. Leurs revenus restent inférieurs à ceux de la gent masculine tout au long de leur carrière, et cet écart se creuse encore davantage après 63 ans. L'accès à des services de garde d'enfants reste un élément essentiel pour éradiquer ces inégalités hommes/femmes.

BRAINSTORMING FOR IMMEDIATE ACTION

A video presenting a case study of 'Clare' showed the challenges faced by a single mother working part time as a nurse practitioner in the state of Texas, United States. Luc de Brabandere led a brainstorming exercise in which participants were encouraged to come up with ideas to address Clare's many challenges, which included inadequate childcare options, a broken boiler and a long commute to work. Most ideas from participants focused on ways she could make

the most of her commute time by using the Internet: using social media to network or create an online community to lobby for change, searching for employment closer to home, taking online courses to improve her marketability, and creating a crowdfunding site to help her pay for her boiler repair. At the conclusion of the exercise, participants were given a form letter addressed to a government authority and asked to write down and hand in their best solution based on the brainstorming session. ■

KEY FIGURES

- In OECD countries, **32%** of women work part time, compared with **9%** of men.
- In Europe, women earn **€82** for every **€100** earned by men.
- Employment rates of women and men diverge as the number of children increases, going from **79%** of men and **77%** of women employed in childless couples, to **84%** of men and **45%** of women in families with three or more children.

« Some progress has been made but there is still a long way to go. »

Neil Barrett

Thinking ahead for women's healthcare

Introduction

An Vermeersch, Vice-President, Vaccines, GSK

Facilitators

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

Luc de Brabandere, Fellow and Senior Advisor, The Boston Consulting Group

« In most parts of the world, women live longer than men. According to the WHO, however, women don't necessarily live better. Many have chronic, big healthcare problems. »

An Vermeersch

KEY FIGURES

- 58% of people affected by HIV/AIDS are women.
- In 2009, 67% of pregnant women with HIV/AIDS were not receiving anti-retroviral treatments; that number has decreased to 32% today.

What progress has been made in the last 10 years to close the gender gaps in healthcare around the world? A discussion paper produced by the Boston Consulting Group, *Gender Gaps: What can be done in a decade?*, addressed this complex issue, which reaches beyond diseases that affect only women, such as breast cancer, genital mutilation or maternal health. For diseases that affect both sexes, gender gaps may exist relating to prevalence, diagnosis and access to care. For example, heart disease is perceived as largely a male problem, but also affects large numbers of women. There is a lack of awareness about female heart disease among both women and healthcare professionals, and this can result in slower diagnosis and poorer treatment for female patients.

Quels progrès ont été réalisés au cours des 10 dernières années afin d'éradiquer les inégalités hommes-femmes en matière de santé dans le monde ? Un article publié par le Boston Consulting Group, *Gender Gaps: What can be done in a decade? (Inégalités hommes-femmes : que peut-on faire en une décennie ?)*, s'est penché sur cette question épineuse, qui va bien au-delà des maladies exclusivement féminines telles que le cancer du sein, des mutilations sexuelles ou de la santé maternelle. Concernant les maladies affectant les deux sexes, des disparités hommes-femmes existent en matière de prévalence, de diagnostic et d'accès aux soins. Les maladies cardiaques sont par exemple perçues comme un problème plutôt masculin, qui touche pourtant bon nombre de femmes. Ces dernières, de même que les professionnels de santé, manquent de connaissances dans ce domaine. Ceci peut freiner le diagnostic et réduire la qualité des traitements pour les patientes.

« If you look at history, big ideas happen in two steps. In the first step, someone has a new idea. The second step requires you to think in terms of 'Yes, and...' rather than 'Yes, but...'. »

Luc de Brabandere

The paper also addresses the different challenges in low- versus high-income countries. For example, in developing countries, women and girls are more affected than men by exposure to infectious diseases, childhood illnesses and lack of access to clean water, food and sanitation. Therefore, in developing countries, it is important to have programs dedicated to women, due to their key role of taking care of the family, said Agnès Audier.

ACCESS TO HEALTHCARE

In high-income countries, the gender gap exists in non-communicable diseases such as cardiovascular disease, cancers and depression. Findings showed that while women generally have similar access to healthcare services, they are more often misdiagnosed or do not receive appropriate treatment, because medical research has historically been more heavily focused on men.

During a brainstorming exercise, audience members generated ideas to help close healthcare gender gaps in different settings, such as by creating self-monitoring tools. Facilitators distributed template letters requesting direct action from several public authorities, non-governmental organizations or philanthropists, and encouraged audience members to write an idea onto the letter and mail it. ■



An Vermeersch

DISCOVERY SESSION

by the Women's Forum, in partnership with The Boston Consulting Group and with AIG, GSK, Publicis Groupe, Sodexo, Unilever and with the support of the OECD

ENGAGE THE FUTURE

Empowering women as agents of development: Entrepreneurship to unlock the economic potential of developing countries

Introduction

Amita Chaudhury, Global Diversity Director, Unilever

Facilitators

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

Luc de Brabandere, Fellow and Senior Advisor, The Boston Consulting Group

« To spur market growth in developing economies, we need to provide opportunities for women. »

Amita Chaudhury

In developing countries, 62% of the labor force is self-employed, with 82% of men and 45% of women participating in the overall labor force. Focusing on self-employment can help address the gender gap in these countries. Women, more so than men, reinvest their income in their families. The result – healthier and better-educated citizens – positively impacts a nation's well-being.

Dans les pays en développement, 62% de la population active exerce une profession indépendante, avec 82% d'hommes et 45% de femmes participant à la population active totale. Le travail indépendant peut permettre de réduire cet écart dans ces pays. Les femmes redistribuent bien plus que les hommes leurs revenus au sein de leur famille, ce qui a pour effet d'améliorer la santé et le niveau d'éducation des citoyens, des avancées positives pour le bien-être de la nation dans son ensemble.

Women in developing countries can have reduced access to credit and limited access to the workforce due to legal and cultural restrictions. Focusing on human capital (training to enable women to progress professionally and create sustainable businesses), financial capital (better access to financing and financial services) and social capital (access to peer networks, adequate childcare and transport) can foster women's entrepreneurship.

BRAINSTORMING FOR IMMEDIATE ACTION

A video was shown presenting the case study of 'Sirvan,' a young Thai woman with electronics training who wants to open an electronics shop in her village. Luc de Brabandere led a brainstorming exercise in which participants were asked to come up with ideas to address her challenges, which included choosing a path that is frowned upon for women in her culture, obtaining financing, overcoming the distrust of potential customers due to her gender, and convincing a future husband that she can both run a business and take care of a family. Luc de Brabandere encouraged participants to think flexibly, rather than fluidly, to favor "analogical" ideas over "logical" ideas, with the aim of creating unexpected combinations and surprising solutions.

« Innovation occurs when unexpected partnerships are formed. »

Luc de Brabandere

Many participants believed Sirvan should think bigger than a village electronics shop, suggesting she expand her customer base by using the Internet, or expand the scope of her offering. Others suggested partnerships with public and private players, such as transport and shipping providers to broaden her company's reach, larger technology companies, or an organization like Rotary. One participant suggested she train local people to create a qualified user base, which would give her greater leverage with a potential partner.

At the conclusion of the exercise, participants were given a form letter addressed to a player in international development and asked to write down and hand in their best solution based on the brainstorming session. ■



Amita Chaudhury

KEY FIGURES

- In Asia, women account for 54% of the workforce. In Africa, the figure is 58%, and in the Middle East, it is 24%.
- The laws of 79 economies restrict the type of work women can do.
- In Mexico, 7% of board members are women. The OECD average is 10%.

Is there a gender to digital?

Introduction

Anne-Gabrielle Heilbronner, General Secretary, Member of the Directoire, Publicis Groupe

Facilitators

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

Luc de Brabandere, Fellow and Senior Advisor, The Boston Consulting Group

« We all know digital technologies will change our lives, the lives of our children, and the way we do business. In fact, this change has already begun. »

Anne-Gabrielle Heilbronner

« The best way to come up with a good idea is to have a lot of ideas. »

Luc de Brabandere

KEY FIGURES

- Women in the ICT sector earn almost **9%** more than women in similar positions in non-ICT service sectors.
- The **first time** the Fields Medal was awarded to a woman was in **2014**.

Digital jobs are beneficial to women because women in ICT (Information and Communications Technology) earn 9% more than women in similar positions in other sectors. In addition, the gender pay gap in ICT fields is close to zero, while it is approximately 5% in other sectors. By 2020, there should be 900,000 ICT jobs available in the EU-27 countries. Therefore, it is important to foster the entry of women into ICT. Although the number of women studying computing has increased since 2000, the percentage of women on these courses has gone down (from 23% to 20%), as has the growth pace of women entering computing studies compared to men. Priority action areas include renewing the image of digital careers in the eyes of women and society, improving study and working conditions, and empowering women in their place of work.

Les emplois numériques présentent bien des avantages pour les femmes : en effet, dans le secteur des TIC (Technologies de l'Information et des Communications), elles perçoivent à poste équivalent un salaire 9 % supérieur à celui des femmes travaillant dans d'autres secteurs. En outre, la différence de rémunération entre hommes et femmes dans les domaines liés aux TIC est quasi nulle, alors qu'elle atteint environ 5 % dans d'autres secteurs d'activité. D'ici à 2020, 900 000 postes TIC devraient être à pourvoir dans les 27 pays de l'UE. Il est donc essentiel d'encourager l'accès des femmes à ce secteur. Si le nombre d'étudiantes en informatique ne cesse de croître depuis 2000, leur pourcentage a chuté de 23 à 20 %, à l'instar de la vitesse de croissance des femmes commençant des études d'informatique par rapport aux hommes. Pour renverser la tendance, plusieurs mesures s'imposent : renouveler l'image des carrières numériques aux yeux des femmes et de la société, améliorer les conditions d'étude et de travail, mais également donner plus de pouvoir aux femmes sur leur lieu de travail.

BRAINSTORMING FOR IMMEDIATE ACTION

A video was shown presenting the case study of 'Elodie,' a university student studying computer science in France who chose this career field because "the Internet and smartphones are symbols of her generation." She believes that both men and women need to play a part in the digital era. However, this reality is not reflected in her educational environment, where only 20% of her fellow students are women, and even fewer of her professors. She feels she has no role models, and does not see how a male professor can be a mentor.

Luc de Brabandere led a brainstorming exercise in which participants were encouraged to come up with ideas to address Elodie's situation. The brainstorming discussion focused on several strategies. Universities or professors could bring in female role models to speak to students, or celebrity women in tech like Sheryl Sandberg, COO of Facebook and author of *Lean In*, *Women, Work, and the Will to Lead*. Professional organizations, such

as groups of women engineers, could act as networks and mentors. Finally, students could seek out peer networks. A study could be performed to define the current situation, and lead to activities such as awareness-raising campaigns.

At the conclusion of the exercise, participants were given a form letter addressed to a public or private actor and asked to write down and hand in their best solution based on the brainstorming session. ■



Anne-Gabrielle Heilbronner

DISCOVERY SESSION

by the Women's Forum, in partnership with The Boston Consulting Group and with AIG, GSK, Publicis Groupe, Sodexo, Unilever and with the support of the OECD

ENGAGE THE FUTURE

Making entrepreneurship a more attractive career choice for women

Introduction

Seraina Maag, President and CEO EMEA, AIG

Facilitators

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

Luc de Brabandere, Fellow and Senior Advisor, The Boston Consulting Group

« Women who want to be entrepreneurs need human capital [education, training], financial capital and social capital like mentorship networks with women entrepreneurs. »

Agnès Audier

The statistics are clear: women are less likely than men to become entrepreneurs. Agnès Audier started the session by giving the audience a multiple-choice quiz. The answers were enlightening. In the 27 EU countries, only 25% of business owners with employees are women. Women lack confidence when considering entrepreneurship, especially when it comes to perceptions of opportunities: in Europe, only 33% of women perceived opportunities as opposed to 50% of men; for the United States, the corresponding figures were 47% and 65%.

Les chiffres parlent d'eux-mêmes : les femmes ont moins de chances que les hommes de créer leur entreprise. Agnès Audier a ouvert la séance en proposant au public un questionnaire à choix multiples, dont les réponses furent édifiantes. Dans les 27 pays de l'Union européenne, seuls 25 % des dirigeants d'entreprises employant des salariés sont des femmes. La gent féminine affiche un net manque de confiance en matière d'entreprenariat, notamment lorsqu'il est question de perception des opportunités : en Europe, seuls 33 % des femmes ont su saisir des opportunités, contre 50 % des hommes ; aux États-Unis, les chiffres s'élèvent à 47 et 65 % respectivement.

Men and women have different motivations for choosing entrepreneurship; women are more likely to be motivated by a desire to combine work and private life, while men are slightly more likely to be spurred by an idea for a new product or service. Finally, women entrepreneurs on average work 17% less and earn 34% less than their male counterparts. "What can be done to help women who want to be entrepreneurs?" asked Agnès Audier. "They need human capital (education, training), financial capital and social capital like mentorship networks with women entrepreneurs."



Seraina Maag

KEY FIGURES

- Only **25%** of business owners in the EU with employees are women.
- Women entrepreneurs generally work **17%** less and earn **34%** less than their male counterparts in the EU.

IDEAS IN IMAGES

Luc de Brabandere then took the floor to coach the audience on techniques for finding solutions to a dilemma, in this case helping a young woman called Marie who tried to start her own business. Her friends discouraged her, saying that she would end up working too much and not earning enough. When she went to the bank for a loan, she met with nothing but obstacles until she returned with her male partner – the loan was granted right away. Now that the business is working, she is responsible for taking care of her daughter's needs and spends less time at work than her partner, who wishes she were around more. Luc de Brabandere then encouraged the audience to come up with ideas to help women like Marie. Suggestions included talking to young girls about what they want to be when they grow up, with entrepreneurship as an option; teaching girls to take risks by playing Monopoly; and creating an entrepreneurial game aimed at women, like SimCity. ■

« Female entrepreneurship empowers women and supports economic growth; it's win-win. »

Seraina Maag

How do you measure a happy life?

Speaker

Anthony Gooch, Director of Public Affairs and Communications, OECD

« If you don't measure, you can't manage. The question is: are we measuring the right things? »

Anthony Gooch



Throughout much of the 20th century, national progress was measured in terms of GDP, or gross domestic output. Today, policymakers understand that a great deal more goes into a country's sense of well-being than its overall production capacity. In 2005, the OECD, which tracks the world's most developed countries, began compiling its Better Life Index, which goes beyond hard economic data to look at more subjective issues such as how people actually view their personal quality of life as well as the balance between work and family life, and more to the point, whether they have an overall sense of well-being. As the OECD's Anthony Gooch explains, "We were interested in outcomes, not just outputs."

Pendant la plus grande partie du 20e siècle, l'évolution d'un pays se mesurait en termes de PIB, ou Produit Intérieur Brut. Aujourd'hui, les législateurs ont compris que le sentiment de bien-être d'un pays dépendait de bien plus de facteurs que sa simple capacité totale de production. En 2005, l'OCDE, chargée de suivre les pays les plus développés du monde, a lancé le Better Life Index. Ce dernier prend en considération bien plus que des données purement économiques et se penche sur des questions plus subjectives telles que la façon dont les individus considèrent leur qualité de vie ou encore l'équilibre entre vie professionnelle et vie privée. Plus précisément encore, l'indice cherche à établir si la population a un sentiment général de bien-être. Comme l'explique Anthony Gooch de l'OCDE : « Nous nous intéressons aux résultats, et pas uniquement aux aspects quantitatifs. »

THE IMPORTANCE OF MEASURING THE RIGHT THINGS

The OECD had begun to realize that important issues, such as the impact of inequality on a country's economic health, were overlooked by traditional statistics. That became evident when the global financial crisis hit three years after the program started. In retrospect, Anthony Gooch says that the Index turned out to be both "pre-crisis and prescient." The worldwide financial collapse hit the OECD particularly hard because it took everyone by surprise while striking at precisely those economies covered by the OECD's mandate. Gooch explains that the Index – which

anyone can follow on line – and a companion effort published last year How's Life? 2013 are designed to show where the world is today and in the future, not the world as it was."

The criteria cover health, education, the environment, personal security and the subjective sense of well-being, as well as the more material issues such as wealth, working conditions, job availability and housing. The index reveals that on most of these key issues men and women want pretty much the same things, and have roughly similar priorities. The online Index, which tracks opinions in 36 countries, has had 4.8 million visits from interested people in 184 countries. Roughly one million online inquiries have come from the US. That points to the growing importance of quality of life as a global issue. More importantly, in Anthony Gooch's view, the Index is beginning to have an impact on policy makers at the highest level. ■



Anthony Gooch

KEY FIGURES

■ **4.8 million** people have accessed the Better Life Index online.

DISCOVERY SESSION

by the Women's Forum, in partnership with The Boston Consulting Group and with AIG, GSK, Publicis Groupe, Sodexo, Unilever and with the support of the OECD

ENGAGE THE FUTURE

Engaging the future: The next 10 years

Moderators

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

Hans-Paul Bürkner, Chairman, The Boston Consulting Group

Facilitators

Neil Barrett, Group Vice-President, Sustainable Development, Sodexo

Amita Chaudhury, Global Diversity Director, Unilever

Anne-Gabrielle Heilbronner, General Secretary, Member of the Directoire, Publicis Groupe

Seraina Maag, President and CEO EMEA, AIG

Monika Queisser, Head of Social Policy Division, OECD

An Vermeersch, Vice-President, Vaccines, GSK

« I personally believe that the gender gap in digital and technology will be reduced, although not be fully resolved, in the years to come. »

Anne-Gabrielle Heilbronner

Good progress has been made in closing the gender gap in employment, education, entrepreneurship and health over the 10-year life of the Women's Forum, and the session heard ideas of how to maintain momentum and further close the gap in the next decade.

Depuis la création du Women's Forum il y a 10 ans, des progrès significatifs ont été réalisés dans la lutte contre les inégalités hommes-femmes en matière d'emploi, d'éducation, d'entrepreneuriat et de santé. Cette session a permis d'échanger diverses idées qui nous permettront de continuer sur cette lancée et de poursuivre le combat au cours de la prochaine décennie.

It focused on the outcomes of brainstorming sessions, held during the course of this year's Global Meeting, on specific aspects of the gender issue. The sessions had taken as their starting point the results of a discussion paper produced by the Boston Consulting Group, in partnership with the Women's Forum, and with the support of the Organisation for Economic Co-operation and Development (OECD) (<http://www.oecd.org/gender>).

"The progress made over the past 10 years should really give us confidence to engage over the next 10 years and close the gap," Hans-Paul Bürkner said in opening the session.

Education has shown the most progress, with women now getting more post-secondary educational qualifications than do men. But this advance has not translated into jobs. Innovations in employment, such as part-time working and working from home, are too often seen as solutions just for women. "We want to see more men working part-time. Part-time work should be a gender-equal problem for employers," said Monika Queisser. "Only when we have men choosing the same type of arrangements will it not matter whether you employ men or women anymore," she added.

New technologies – including digital technologies – are changing the way people live, and women are among the biggest users, Anne-Gabrielle Heilbronner noted. But their involvement with technology was rather like that of a car driver who never looks under the hood. Digital and high-tech companies employ as many women as men, but not in more senior positions, she added.

A QUESTION OF CONFIDENCE

Women often lack the confidence needed to launch a career as an entrepreneur. This can

be due to social and cultural pressures. Amita Chaudhury said she called them the four Fs – fear, friends, funding and family. Education offers a way to overcome the problem, but it is necessary to begin early when children are just seven or eight.

Neil Barrett said the group brainstorming on improving the economic power of women in developed countries had looked at expanding home services. Companies could develop services, such as plumbing and baby-sitting, at a reduced cost for employees to help them achieve a better work-life balance, he said. ■



Monika Queisser, An Vermeersch, Seraina Maag, Agnès Audier, Neil Barrett, Amita Chaudhury, Hans-Paul Bürkner

KEY FIGURES

- In the next few years, girls will make up **70%** of university graduates in some countries. In Europe, it is already **60%**.
- Africa will need to create **120 million** new jobs by 2020. In India, a similar amount is needed.
- **55%** of women are outside the labor force in developing countries.
- In Europe, when a man is paid **€100**, a woman earns **€82**.
- **42%** of single-parent households in the UK are at risk of falling into poverty.

DISCOVERY SESSION

by ABB, Altran and Safran

ENGINEERING 9th

ENERGIZING
TOMORROW'S WORLD

Is fairness the key to more equality?

Moderator

Radhika Muthukumaran, IMA Region Lead, Diversity and Inclusion, ABB

Speakers

Pia Brantgärde-Linder, Product Group Manager, Sweden, ABB

Brigitte Beck, Business Leader for Conduits & Fittings, ABB

Amy Lakin, EVP, Supply Chain, Baldor, an ABB company

« Occasionally, I even thought it could be an advantage to be a woman. »

Brigitte Beck



Radhika Muthukumaran, Pia Brantgärde-Linder, Brigitte Beck, Amy Lakin

Combatting inequality in the workplace requires a change in the attitudes of individual women that complements the policy improvements of the past 35 years, an international panel from ABB concluded. Trying to answer why progress toward gender parity has been so slow over the past two decades, Amy Lakin said that the drive for equality could not just be a government program, or something talked about by executives. It had to come from both ends of the system.

Selon un panel international formé par ABB, la lutte contre les inégalités sur le lieu de travail nécessite un changement d'attitude de la part des femmes qui permettrait de soutenir les avancées politiques obtenues au cours des 35 dernières années. En expliquant pourquoi la progression vers la parité a été si lente au cours des vingt dernières années, Amy Lakin a affirmé que la lutte pour l'égalité ne pouvait pas reposer uniquement sur un programme gouvernemental ou demeurer un sujet réservé aux dirigeants. Cette lutte doit en effet être alimentée par les deux extrémités du système.

A GLOBAL ISSUE

The point was reinforced by Pia Brantgärde-Linder, who drew attention to the situation in Sweden, where policies encouraging gender equality are more advanced than in the US: notably in parental leave, which is one-and-a-half years at 90% pay for both men and women, and the ample daycare services. Despite this, Pia Brantgärde-Linder said, over half the women in her immediate friendship circle choose to put their family before their career, not believing they can have both.

Circumstances are the same in Switzerland, noted Brigitte Beck. There, she said, policies do not get in the way of women holding whatever position they want, but still 30% of women with a university education end up not working, compared with only 10% of men. The problem, Brigitte Beck said, is society: a woman who has children and enough money to live off is criticized if she still goes to work, but a man is not.

"As individuals we take responsibility for our own growth," Radhika Muthukumaran said,

consolidating the sentiments of the three panelists.

The point that women are trying to compete in a business paradigm designed and built by men, was raised from the floor by Heather McGhee of Demos, a US public policy organization pushing for more representative democracy. The panel reacted to this point with enthusiastic agreement: a new paradigm and a new workplace built by both men and women is needed. "Certainly we'd have more bathrooms," Amy Lakin commented. ■

« It's up to all of us to take up the challenge, and to promote younger girls. »

Pia Brantgärde-Linder

« It's each one of us that is going to make the difference. »

Amy Lakin



Brigitte Beck, Amy Lakin

KEY FIGURES

- 30% of Swiss women with a university education end up not working, compared with only 10% of men.
- Parental leave in Sweden lasts for 480 days and is available to both men and women. Daycare for Swedish children has been available for over 100 years.
- 30% of Swedish engineers are women.

DISCOVERY SESSION

by ABB, Altran and Safran

ENGINEERING HUB

ENERGIZING
TOMORROW'S WORLD

Diversity in innovation: Reaching new heights

Moderator

Christine-Anne Chevry, Senior Manager Research & Development, and Chairman, Women & Men in Business Network, Airbus Helicopters

Speakers

Corinne Jouanny, Managing Director and Co-founder, Altran Pr[i]me, Altran

Fabienne Lacorre, Senior VP Engineering, Snecma, Safran Group

Marie-Hélène Therre, Founder and CEO, Therre Consultance

Laurie Tolson, EVP, Global Research and Development, Ventyx, an ABB Company

« We are now trying to change our mindset, because innovation is a lot about mindset. We are trying to have the spirit of a small company in our big company. »

Fabienne Lacorre

Moderator Christine-Anne Chevry began the session by pointing out that no company can reach new heights today without innovation, and then asked whether diversity contributed to innovation. The response from the four speakers was a unanimous, resounding yes. All agreed that, in order to generate disruptive ideas and new breakthroughs, it is best to work with women and men of all ages and with varied backgrounds, cultures and experience.

Christine-Anne Chevry a ouvert la séance en soulignant qu'aucune entreprise ne pouvait aujourd'hui améliorer ses performances sans innover. Elle s'est ensuite demandé si la diversité contribuait à cette innovation. La réponse des quatre intervenantes a été unanime : toutes ont répondu par l'affirmative et se sont accordées à dire que pour avoir de brillantes idées et permettre de véritables avancées, il était préférable de travailler au côté d'hommes et de femmes de tous âges et présentant des parcours, des cultures et des expériences extrêmement diverses.



Laurie Tolson, Fabienne Lacorre, Corinne Jouanny, Marie-Hélène Therre, Christine-Anne Chevry

Fabienne Lacorre noted that although her company is very large, it is trying to encourage innovation by instilling a small-company spirit. To this end, it has launched a project called the Innovation Factory, a special place outside the company offices equipped with electronic devices and toys. "When I enter this place, I feel completely different," she said. "Everything makes you feel you are in a situation where you can innovate." Outsiders, including designers and data scientists of diverse backgrounds and ages, are invited to the Innovation Factory to help inspire new ideas.

For Laurie Tolson, one of the key assets of her company is "a very diverse population that does challenge ideas and doesn't settle for a common answer." She also underscored that a limited time frame or similar points of view can constrain innovation.

When asked by an audience member about the impact on society of diversity in innovation, Marie-Hélène Therre noted that in the United States between 2007 and 2010, 10 medicines were withdrawn from the market, eight of them because they were dangerous

for women. "It's because they hadn't been tested on women," she said. "If we listen to diverse voices in the factory, for example, we can raise questions about social impact." Corinne Jouanny, who has managed innovation groups in different countries, pointed out that groups working within a single company or country often have blind spots. "It's important to create groups with the most diversity possible to avoid blind spots," she said. She also stressed the importance of a user-centric approach to decision-making. "We have to have empathy with end users; we have to put people at the center, with as much diversity as we can." ■

« We have to have empathy with end users; we have to put people at the center, with as much diversity as we can. »

Corinne Jouanny

Energizing silver economy-centric healthcare in an aging world

Moderator

Helen Cherré, Group Program Director, Altran

Speakers

Sylvie Bothorel, R&D Director, CoE, SORIN

Jérôme Faggion, Business Development Director, Health Care Social Welfare, Altran

Nadia Frontigny, VP Care Management, Orange Healthcare Division



Nadia Frontigny, Jérôme Faggion

People aged 60 and over are the fastest-growing population segment in the world, according to the United Nations. In Britain, 60-year-olds outnumber 16-year-olds by a significant margin. In Japan roughly one-third of the population is over 60. The demographic shift to an aging population has focused attention on older people's health concerns, and fortunately technology offers new options for staying active longer.

Selon les Nations Unies, les individus de 60 ans et plus représentent le segment de population affichant la croissance la plus rapide dans le monde. En Grande-Bretagne, on compte bien plus de sexagénaires que d'adolescents de 16 ans. Au Japon, environ un tiers de la population est âgé de plus de 60 ans. Cette évolution démographique a attiré l'attention sur les questions liées à la santé des séniors, et fort heureusement, la technologie offre aujourd'hui de nouvelles solutions pour rester actif plus longtemps.

NETWORKING THE ELDERLY

The Internet makes information about health more widely available than ever before, and patients are fast becoming important actors in their own healthcare. One of the most exciting new developments is the innovative use of pacemakers that are normally implanted to stabilize an irregular heartbeat. Doctors can now also use it as a sensor that can collect important information on a patient's condition and transmit the data wirelessly to a specialist at a medical center or hospital. In many cases this allows doctors to spot a potentially life-threatening event before it happens and take measures to avoid it. "The survival rate at five years is increased by 50%," noted Sylvie Bothorel. "If you have a pacemaker networked, you can predict an event days in advance."

Sending information directly to specialists or hospitals may dramatically change the relationship between patients and their primary physicians. Instead of dispensing medical advice, general practitioners are likely to become flow managers of medical information. No one expects the GPs to disappear. "They will always be there," says Sylvie Bothorel, "because we need a human being at the center."

An obstacle that still needs to be overcome is how to guard against hackers or terrorists breaking into the system. A networked pacemaker communicates both ways, and it is conceivably possible to murder a patient by sending the wrong signal. Likewise, information about a potentially lethal allergy

could be dangerous if it got in the wrong hands. For these reasons, data security is being maintained at a level normally found in defense establishments. Despite the risks, it is clear that the world's health systems are moving toward greater use of technology. "The world health system is going to have to change, otherwise we will not be able to deal with the numbers," says Nadia Frontigny. "The good news is that we are going to live longer." ■

« The role of the cardiologist will be the same, only with new technology. »

Jérôme Faggion

« The pacemaker communicates both ways. It can be remotely programmed and it could even be used to kill someone. The danger of a terrorist attack is being taken very seriously. »

Sylvie Bothorel

KEY FIGURES

■ **287 million** people are estimated to be aged over 65 today.

The Cartier Women's Initiative Awards



Cartier corner



Stanislas de Quercize, Henry Bonsu



Cartier trophy

In 2006, Cartier joined forces with the Women's Forum, INSEAD and McKinsey & Company to create the Cartier Women's Initiative Awards, an annual business-plan competition whose mission is to support audacious and promising women entrepreneurs. Each year, six Laureates are awarded US\$20,000 in funding, personalized coaching for one year, networking and visibility opportunities. The competition is open to female entrepreneurs leading creative and financially sustainable start-ups with a strong social impact.

En 2006, Cartier s'associe au Women's Forum, à l'INSEAD et à McKinsey & Company afin de créer le Cartier Women's Initiative Awards, un concours annuel centré sur un concours annuel de business plans dont le but est de soutenir d'audacieuses et prometteuses femmes entrepreneurs. Chaque année, six lauréates reçoivent une bourse de 20 000 dollars, un accompagnement professionnel personnalisé pendant un an, ainsi que de nombreuses opportunités de rencontres et de visibilité. Le concours est ouvert aux femmes entrepreneurs dirigeant une start-up créative, financièrement viable et socialement responsable.



Speed networking in the Cartier corner



Discovery session in the Cartier corner

In 2014

“In businesses working for social impact, community is a cornerstone of development and construction. It is the driver that builds innovation in the face of challenges, the motivation that seeks new models and solutions, the heart that beats at every core. For the finalists in this eighth edition of the Cartier Women’s Initiative Awards, community is a watchword. Whether bringing solar power and affordable technology to rural populations, universal design to disabled children, non-toxic biorepellents to the face of the earth or artificial organs to transplant patients, their businesses embrace people’s needs and wellbeing and put the problems they face first.

As often among our finalists, some have made the step from non-profit to business. Marrying profit with social ideals is no easy equation, which is why the guidance offered by the coaches and Jury members who take part in the Cartier Women’s Initiative Awards, all of whom give their time and experience freely, brings such vital insight to these entrepreneurs. Once again, we thank them all for their generosity. This too is a spirit of

community, one that grows stronger every year. Our finalists cite joining this community as a prize in itself, a chance to belong to a group where they feel supported, motivated and encouraged. A space where they can give free rein to their dreams.

Starting with barely a dozen finalists in 2007, now over 100 today, this community has a life and a momentum of its own. Cartier, INSEAD, McKinsey & Company and the Women’s Forum serve as catalysts to bring it together, but these enterprising women do the rest! It is a joy to witness them joining forces and sparking new business ideas and opportunities, a pleasure we have wanted to share with you in our Journal this year.

For the Maison Cartier, this sense of community is vital; as a Maison, of course, with a longstanding community of trusted clients and in-house craftsmen, and as a patron that sponsors avant-garde ideas and fosters the spirit of enterprise through these Awards. Bringing people together to share their knowledge and generosity builds a spirit of community that we hold dear.”

Stanislas de Quercize
(Cartier press release 2014)



Stanislas de Quercize

Cartier Women's Initiative Awards Ceremony

Host welcome

Stanislas de Quercize, President and CEO, Cartier International

Master of Ceremonies

Henry Bonsu, Independent journalist and broadcaster

Entrepreneurs from six different regions of the world received an award for their achievements in the field of: environment, education, health and nutrition.

- **Eleni Antoniadou**, Transplants Without Donors, United States – creating artificial organs from stem cells for transplants,
- **Mariam Hazem**, Reform Studio, Egypt – transforming discarded plastic bags into design objects,
- **Carla Delfino**, Imperial Europe, Italy – producing nontoxic, environmentally safe and humane rodent repellent,
- **Bel Pesce**, FazINOVA, Brazil – teaching personal and professional development through entrepreneurial values,
- **Achenyo Idachaba**, MitiMeth, Nigeria – transforming invasive aquatic weeds into homeware and accessories,
- **Diana Jue** and **Jackie Stenson**, Essmart Global, India – bringing life-improving technologies to low-income rural populations

KEY FIGURES

- 60% of the workforce at Cartier is female.



Stanislas de Quercize captured the spirit of the Cartier Women's Initiative Awards when he quoted French poet Louis Aragon, saying *"la femme est l'avenir de l'homme"* (women are the future of mankind), adding that "Cartier wants this future to happen now." Henry Bonsu described the competition as a celebration of audacity, womanhood and seeing the future through women's eyes.

En citant les vers du poète français Louis Aragon, « la femme est l'avenir de l'homme », Stanislas de Quercize a parfaitement traduit l'essence même des Cartier Women's Initiative Awards, avant d'ajouter que « Cartier souhaite que cet avenir débute dès aujourd'hui. » Henry Bonsu a décrit la compétition comme un hommage à l'audace, à la féminité et a établi un parallèle avec le regard que portent les femmes sur l'avenir.

« I saw an opportunity, a problem that was thought to be unsolvable, and I thought 'There has to be a solution'. »

Achenyo Idachaba



Bel Pesce, Carla Delfino, Stanislas de Quercize, Eleni Antoniadou, Diana Jue, Jackie Stenson, Mariam Hazem, Achenyo Idachaba



Henry Bonsu

« Some [of the finalists] have taken risks. They have taken the leap from corporate to start-up. Some have embraced entrepreneurship as a career path to provide solutions to major global issues; sustainable, long-term solutions. »

Henry Bonsu

« At Cartier, we believe in women; they are our inspiration, our muse. »

Stanislas de Quercize



Eleni Antoniadou, Stanislas de Quercize

« I am not only interested in reaching a goal, but in pushing the boundaries further. »

Eleni Antoniadou

AUDACITY, ENTOURAGE AND A DIFFERENT PERSPECTIVE

As in previous years, entrepreneurs in this year's competition face major cultural, ideological, technical and political obstacles that they could not confront without audacity, an essential entrepreneurial characteristic. During a discussion led by Henry Bonsu, the competitors defined audacity and the entrepreneurial attitude in a number of ways, including "being unstoppable," "taking bold, calculated risks," "not taking 'no' for an answer," and "grabbing your dreams and making them a reality."

The people surrounding an entrepreneur are a critical factor. Achenyo Idachaba offered her strategy for winning the support of doubters, suggesting that entrepreneurs share their vision in a way that is diplomatic and not aggressive. She added that it is important to help people see a project's wider implications. In her case, she was challenged to show her family members that her project, beyond making baskets, helped to clean up

the environment, create jobs and improve economic conditions in local communities. Eleni Antoniadou stressed the importance of being surrounded by motivated people who share the entrepreneur's vision and values. She added that leading by example is a good way to find the people who will, along with the entrepreneur, become "a chain that has no weak links."

One experience some finalists had in common was that at some point they had left their home countries for education or work, which changed their perspectives and influenced, or even precipitated, their decisions to become entrepreneurs.

"AUDACITY IS EVERYTHING AT CARTIER"

When asked by Henry Bonsu why Cartier, a luxury company, would create a women's social entrepreneurship competition, Stanislas de Quercize replied that women make up 60% of the Cartier workforce, and only one-third of global entrepreneurs are women, so the Cartier Women's Initiative Awards is an

effort to change this. He also pointed out that the Cartier brothers – dreamers who wanted to enchant the world with a bold global vision – built the Cartier Maison on audacity. Since the Cartier Women's Initiative Award was created in 2006, over 100 women have been finalists in the competition. The six winners will receive an award of US\$20,000, one year of professional coaching from Cartier, INSEAD and McKinsey & Company, media visibility for their projects, and a stunning trophy designed by Cartier. ■

« Entrepreneurship is about turning 'no' into 'yes'. »

Bel Pesce



Flash this code for the full video of the session

My entrepreneurial journey

Speaker

Raomal Perera, Co-founder of Thousand Seeds and Adjunct Professor, Entrepreneurship Department, INSEAD

« [Being humble] can be challenging for women, because when they are too humble they are not taken seriously. Find the middle ground between confidence and arrogance. »

Raomal Perera



Raomal Perera

The entrepreneur Raomal Perera, whose 365Network was eventually acquired by Intel, offered advice on business start-ups and fund-raising. Tackling perceptions about effective fund-raising, the Sri Lankan-born businessman, who launched his company in Dublin, said, "I don't play golf, I did not go to an elite school and I do not go to the pub. I had little conventional contact with the financial community. We set out to raise a million dollar, and we raised 2.7 million." The message, he said, is that if you can give a good value proposition, you can raise money.

Raomal Perera, dont la société 365Network a été rachetée par Intel, a prodigué divers conseils concernant les start-ups et le financement. A propos des idées reçues autour de l'efficacité des collectes, cet homme d'affaires né au Sri Lanka et qui a créé son entreprise à Dublin a expliqué : « Je ne joue pas au golf, je n'ai jamais fréquenté une école prestigieuse et je ne sors pas dans les bars. Je n'entretiens que peu de liens avec le monde de la finance. Nous avons pour objectif de collecter un million de dollars et nous en avons finalement obtenu 2,7. » Selon lui, si vous pouvez offrir une proposition de valeur satisfaisante, vous pouvez alors obtenir des fonds.

Other lessons he has learned since he started his business in 1999 included:

- Take ownership of a problem. If you constantly blame somebody else, you will lose credibility.
- Visualize where you want to go. Starting out, Raomal Perera was driven by a scene from a book by Arthur C. Clarke about a surfer out in the deep water, surrounded by rocks and far from shore. Only the elation of navigating the challenge kept him going.
- Elicit superb support. Surround yourself with positive people. "Many people will say, 'you shouldn't do this' or 'I told you so.' I am not suggesting that you throw away your parents, but you must toss the toxicity."
- Persevere. Hang in and pay attention to what is happening around you. Assess what is not working for you and continuously correct course.

- Celebrate success. Sit back occasionally and enjoy the fruits of your hard work. There is nothing wrong with rewarding someone who helped make it happen.

When it comes to raising funds, "The most important thing that an investor looks at is you," said Raomal Perera. Ultimately, people invest in people. Investors look for integrity and passion. Woven into this is 'coachability,' which means that one must learn to be humble. "This can be challenging for women, because when they are too humble they are not taken seriously. Find the middle ground between confidence and arrogance," he advised. A small company must find ways to raise its profile, he emphasized. Surround yourself with the best. Your associations help to determine how seriously others take you. ■



Raomal Perera

From corporate to entrepreneurial life: A successful leap

Speaker

Katalin Berenyi, Founder and President of Erborian, and 2007 Cartier Women's Initiative Awards finalist

Taking a leap of faith to leave a well-paid job and start your own company requires courage and initiative. Katalin Berenyi has both in abundance. In 2005, she was working in marketing for L'Oréal, when she met a dynamic Korean woman who wanted to bring traditional Korean herbal cosmetics to the European market. Katalin Berenyi was so impressed with her new acquaintance, Hojung Lee, that she borrowed €20,000 for start-up funding from her mother and then resigned from L'Oréal in order to go into business with her new partner, who also put €20,000 into the project. The result was Erborian, a French-Korean distributor of traditional Korean skin care products.

Quitter un emploi bien rémunéré pour créer sa propre entreprise exige du courage et un sens affirmé de l'initiative. Et justement, Katalin Berenyi en a à revendre. En 2005, alors qu'elle travaille dans le service marketing de L'Oréal, elle rencontre Hojung Lee, une Coréenne qui ambitionne de lancer des produits cosmétiques et phytothérapeutiques traditionnels coréens sur le marché européen. Katalin Berenyi est si impressionnée qu'elle décide d'emprunter 20 000 euros à sa mère pour monter une start-up et de quitter L'Oréal afin de s'associer à sa nouvelle partenaire, qui investit elle aussi 20 000 euros dans ce projet. C'est ainsi qu'est née Erborian, une société franco-coréenne de distribution de produits de soins traditionnels pour la peau.



Katalin Berenyi



Katalin Berenyi

Katalin Berenyi and Hojung Lee communicated between Asia and Europe by Skype, and they gradually built the brand across Europe. They secured additional financing from an investment fund, mostly to be able to supply enough of the product to be present on store shelves. Today, the brand is distributed across most of Europe and over the Internet, and it is growing steadily. Ironically, the fact that the products are sold in France and accepted by French women is a strong selling point in Korea. Korean women consider women in France to be exceptionally demanding, and the fact that they like the brand is a strong recommendation.

Katalin Berenyi has an important piece of advice for anyone who wants to follow in

her footsteps. "The company and the brand should be a love story," she says. Beyond that, she feels that potential entrepreneurs need to be ready to take a leap of faith and to think outside the box. She says that her departure from L'Oréal was permanent from the start. She was afraid that if there was a possibility of coming back, she would not put absolutely all of her energy into the new enterprise. It turned out to be a gamble that paid off. ■

« The company and the brand should be a love story. »

Katalin Berenyi

DISCOVERY SESSION

by Cartier

ENTREPRENEURSHIP FOR INNOVATIVE SOLUTIONS

How to create an innovative and entrepreneurial corporate culture in corporations

Speaker

Mary Cronin, Co-founder, Thousand Seeds



Mary Cronin

KEY FIGURES

- **One in four** people in the workplace believe they are using their creative potential.
- **78%** of millennials seeking jobs are strongly influenced about how creative companies come across as being.

Creativity is a choice. But how do you incorporate creativity into the workplace, so that innovation and entrepreneurship become the core of your business? For Mary Cronin, it is all about a change in mindset. This includes creating an ecosystem that is not 'business as usual.' Companies like to hold brainstorming sessions, but these are often a waste of time as there is no follow-through. New approaches need to become part of a culture that leads to change. A key element is a willingness not only to talk to customers but to listen to what they have to say, in order to obtain their insight and understand their needs.

La créativité est un choix. Mais comment l'intégrer sur le lieu de travail pour placer l'innovation et l'esprit d'entreprise au cœur de votre activité ? Pour Mary Cronin, la solution consiste à changer d'état d'esprit, notamment en créant un écosystème radicalement différent du « business as usual ». Les entreprises sont adeptes des séances de brainstorming, mais celles-ci s'avèrent souvent inutiles puisqu'aucun suivi n'est mis en place. Une culture capable de favoriser le changement doit intégrer de nouvelles approches. L'un des éléments clés est la volonté d'engager le dialogue avec les clients et d'écouter ce qu'ils ont à dire afin de recueillir leur opinion et de mieux comprendre leurs besoins.

Henry Ford asked his customers what they wanted. They wanted faster horses, so he created a car. Companies need to be prepared to re-invent themselves as a means of obtaining diversity. "Kodak, which was once highly successful, failed to do this, so the smaller ones had it for lunch," said Mary Cronin. "We have to think about failure strategically."

However, having a lot of new ideas that go nowhere is not productive. The challenge is how to help and direct people with their ideas. Google is very good at this, Mary Cronin said; it is an approach that has led to new products and diversification. "As part of their DNA, they hired people who could deal

with failure. These are some of the ways we can create an innovative culture." Companies need to stop trying to sell customers their solutions; instead, they should observe how they use their products, she said.

It is necessary to explore how to re-invent a business model, and to validate new ideas. Networking is one way to do this. This means cross-pollination with ideas from the outside world, not just with people who talk the same language on the same business team. "It is a combination of all these behaviors that leads to creativity," Mary Cronin said. Companies need to question, observe and experiment, and then think about the kind of business they wish to create. ■

« Reward failure strategically. People need to learn from failure. They have to learn from their mistakes. »

Mary Cronin



Mary Cronin

Gala reception hosted by Cartier



Up: Amy de Castro, Yvonne Brady, Emilie Mazzacurati, Eleni Antoniadou
Down: Achenyo Idachaba, Rama Kayyali Jardaneh, Bel Pesce, Erika Foureaux



Up: Noora Ahmad Al Naqbi, Maitha Shuaib, Lamia Khan, Rohini Nagu,
Fatima Deemas
Down: Khawla Al Mehairi, Hala Badri, Jacqueline Franjou, Mona Al Marri



Micha Chidiac, May Chidiac



Lydia Alpizar, Theo Sowa



Catherine Ladousse,
Aymar de Lencquesaing



Lourdes Berho, Tanya Moss Baran,
Lucero Saldaña



Rosario Pérez, Cristina Hernandez Betancourt,
Altair Jarabo



Marie-Monique Steckel, Céline Mazières, Stéphanie Cardot, Véronique Forge, Gillian Martin Mehers,
Carole Holmes Delouvrier

Brazil:

Our discontents and the search for renewal

Moderator:

Deborah Berlinck, European Correspondent, O Globo

Speakers

Sandra Boccia, Editorial Director, Pequenas Empresas & Grandes Negócios

Christina Lopes, Senior Latin American Specialist, Global Strategic Associates, and 2014 Women's Forum Rising Talent



Brazil has made significant strides to reduce inequality in recent years. For example, as Sandra Boccia pointed out, domestic housecleaners and maids have at last earned the right to be registered in the labor system and receive benefits such as social security.

Ces dernières années, les inégalités ont considérablement reculé au Brésil. Comme l'a expliqué Sandra Boccia, les femmes de ménage et aide-ménagères ont par exemple obtenu le droit d'être inscrites au registre professionnel du pays et de bénéficier d'avantages tels que la sécurité sociale.

« If a man is in a bad mood, he is a tough leader. But with a woman, they might say that you are not getting along with your partner or that you are on your period. »

Sandra Boccia



Deborah Berlinck



Christina Lopes



Deborah Berlinck, Sandra Boccia, Christina Lopes

Christina Lopes noted that this example of progress follows a series of advances in the last 30 years: from dictatorship to democracy in the 1980s; from hyperinflation to economic stability in the 1990s; and to the emergence of a middle class in the 2000s. Christina Lopes explained that Brazil missed a chance to capitalize on the recent boom years, which were fueled by commodity sales to China, by, for example, not introducing further reforms to improve the quality of education and boost the savings rate. Much of the discussion revolved around the status of women in Brazil. Two of the top three vote-getters in the recent first-round of the presidential elections were women, among them Dilma Rousseff, who became the country's first woman president four years ago. The president of the state oil giant Petrobras is also a woman. So there are high-

profile, successful role models. Yet change seems to be coming slowly on other fronts. "It is a paradox," said Christina Lopes. From the bottom rungs to middle management, "women hold up Brazil," said Christina Lopes. But they become scarce at the top. "It is like America in the 1950s," she noted. The "macho culture" permeates the workplace environment, said Sandra Boccia. "If a man is in a bad mood, he is a tough leader," she said. "But with a woman, they might say that you are not getting along with your partner or that you are on your period." Working in private equity, Christina Lopes often works on acquisitions of family firms. Sometimes she will be working on a deal with a firm that was inherited by a woman. She noted that those women generally defer to a brother or cousin to negotiate, even if they are the legal owners. ■

« Women hold up
Brazil. »

Christina Lopes

KEY FIGURES

- Brazilian unemployment dropped from **12.3%** in 2003 to **4.9%** today.
- Brazil ranks **59th** among the **75** countries listed in the OECD's PISA index, which measures educational performance in math, reading and science.
- There are **4 million** more women than men in Brazil.
- Of all Brazilians who get university diplomas, **60%** are women.



Sandra Boccia

Theater as a space for freedom

Moderator

Ana Maria Salazar Slack, Host, Imagen News,
and Host and Producer, Seguridad Total

Speaker

Johana Bahamón, Actress, Entrepreneur and
Director, Fundación Teatro Interno



The transformative power of theater was the focus of Johana Bahamón's talk about Teatro Interno, the program she established in her native Colombia which offers inmates of the nation's prisons an artistic outlet.

« I believe in second chances, I believe that a mistake can be changed into an opportunity. »

« Having a passion can make possible things that seem impossible. It's a cliché, but it happens. »

Johana Bahamón

Le pouvoir de transformation du théâtre a constitué le thème central de l'intervention de Johana Bahamón sur le Teatro Interno. Il s'agit du programme qu'elle a créé en Colombie, son pays natal, dans le but d'offrir aux détenus incarcérés dans les prisons nationales un véritable exutoire artistique.



Johana Bahamón, Ana Maria Salazar Slack



Johana Bahamón, Ana Maria Salazar Slack

« Theater changes people. Art and culture change the spirit, change the soul. Applause changes a person; it empowers a person. »

Johana Bahamón



Judging a beauty contest in a women's prison two years ago sparked the idea for the project. Johana Bahamón was moved by her contact with the inmates, and decided that she wanted to stage a theater production where they were the actors. From there, the Teatro Interno program evolved.

"Theater changes people," Johana Bahamón said, when asked what she hoped the project will achieve. "Art and culture change the spirit, change the soul." The image of Colombia is changing, too, she said, and she hoped her project would contribute to that change.

ALL THE WORLD'S A STAGE

The performances given as a result of the Teatro Interno initiative were staged not only within prisons, but in the outside world as well. This marked one of the real successes of the program and took Johana Bahamón eight months of campaigning with the Colombian authorities to realize.

"I imagine the bureaucracy took one look at this proposition and thought, you're nuts!"

commented moderator Ana Maria Salazar Slack. Nevertheless, Johana Bahamón persisted, pointing also to the impact of applause and the adulation of the wider world on the inmates who took part in the program. She spoke of the powerful image of inmates being led to and from the stage in handcuffs; while they were performing, however, they were free.

The program has gone on to offer wider artistic opportunities to the inmates of Colombia's prisons, including yoga, Pilates and creative workshops. Arts and crafts have also been encouraged, overseen by some of the country's top jewelers and attracting the attention of private business. Almost all the money earned by inmates in any of these areas, Johana Bahamón said, they send straight to their families. ■

KEY FIGURES

■ In two years Teatro Interno has directly had an impact on more than **500** people, and has indirectly touched more than **3,000**.



Ana Maria Salazar Slack

Eradicating energy poverty

Moderator

Ebru Ilhan, Sustainable Development Senior Specialist, Eczacıbaşı Group

Speakers

Anil Raj, Co-Founder and CEO, OMC Power



Anil Raj's passion is to consider energy poverty and find simple but imaginative ways to address the problem, particularly in India where one-third of the 1.2 billion inhabitants have "never flicked on a switch." These are people who live in a parallel dimension with a reality totally different from ours, he said. With the country's population still increasing and the gap widening between those with energy and those without, many Indians have no access for financial, political and other reasons. But, noted Anil Raj, "while eradicating energy poverty may seem extremely ambitious, it also represents an opportunity."



Ebru Ilhan

La passion d'Anil Raj consiste à étudier la précarité énergétique et à trouver des solutions aussi simples qu'innovantes afin d'éradiquer ce problème, en particulier en Inde où un tiers des 1,2 milliard d'habitants n'a « jamais touché le moindre interrupteur. » Ces individus vivent dans une dimension parallèle et dans une réalité toute autre que la nôtre, explique-t-il. Alors que la population du pays ne cesse d'augmenter et que l'écart continue de se creuser entre les personnes ayant accès à l'énergie et les autres, bon nombre d'Indiens sont privés d'énergie pour des raisons financières, politiques et bien d'autres encore. Cependant, comme le souligne Anil Raj, « si l'éradication de la précarité énergétique peut sembler extrêmement ambitieuse, elle constitue également une formidable opportunité. »



Participants



Ebru Ilhan, Anil Raj

« To supply a refugee camp of 3,000 to 5,000 people with a power plant would take a month to put in place and cost US\$100,000. »

Anil Raj

The Indian-Swedish entrepreneur, who spends half his time in India and half in Sweden, does not believe that the Indian government is capable of changing things. “One can build major coal, nuclear or even hydroelectric power plants, but the problem is that India simply does not have the capacity,” he explained. “So we decided to flip things around by building small, renewable energy plants where people live.”

DISTRIBUTING POWER

Power packs the size of a handbag are distributed by OMC Power to villagers themselves. These are fueled primarily by solar or biogas – most parts of India do not have sufficient wind for power. They are provided on a subscription basis with enough charge to power a light, fan, electric bike and even a TV. The next day, a distribution van replaces the used pack with a new one. The company is also developing localized refrigeration, which could prove “a complete game changer.” This would allow people (particularly women, in the present context)

KEY FIGURES

■ In India, **400 million** people do not have access to electricity; in Africa it is **600 million**.

to prepare meals in advance, possibly saving them up to four hours a day, which could then be directed toward earning money. It could also help farmers store perishable produce. Each power station has its own ‘mini-bar’ to cool anti-venom for snakebites and other medications, such as vaccines. “Healthcare has to be local where people need it,” Anil Raj said.

Anil Raj noted that local power already has had an incredible social impact. People tend to use their power to increase their income – for example, by using light to keep shops open at night, or electric mopeds to bring produce closer to towns where prices are better. ■

« To ‘Internet-able’ our local plants would only cost an additional 5%. »

Anil Raj



Anil Raj

The future of healthcare is also a women's issue

Speakers

Sophie Dubois, Director, Strategy and Public Affairs, Takeda France

Emmanuelle Kuhnunch, Director, Communications, GSK France

Valérie Perruchot Garcia, Director, Public Affairs and Communications, Janssen France

Catherine Raynaud, Director, Public Affairs, Pfizer France

Rima de Sahb-Berkovitch, Director, Market Access, MSD France

Agnès Soubrier, CEO, LIR

Brice Teinturier, Associate Director, Ipsos France

Anne Tisseau, Director, Public Affairs, and Director, Market Access, Merck Serono France

« The survey shows that women resist seeing the healthcare system differently. By focusing on individual benefits we may nudge people toward change. »

Brice Teinturier



Rima de Sahb-Berkovitch



Sophie Dubois

In a survey of more than 1,000 French women who were asked about the healthcare system in France and their openness to change, 85% of respondents reported they were the main caregivers in charge of their family's health; 14% said they share this responsibility with their spouse. The survey was conducted during the last week of September 2014 by LIR-IPSOS-STERIA. Findings were released on 16 October.

Lors d'une enquête menée auprès de plus de 1 000 Françaises concernant le système de santé national et leur ouverture d'esprit face au changement, 85 % des femmes interrogées ont déclaré prendre principalement en charge la santé de leur famille, tandis que 14 % ont affirmé partager cette responsabilité avec leur partenaire. L'étude, dont les résultats ont été publiés le 16 octobre dernier, a été réalisée par LIR-IPSOS-STERIA au cours de la dernière semaine de septembre 2014.

« The healthcare system as it exists today in France is not going to be sustainable forever. »

Valérie Perruchot Garcia



Catherine Raynaud

« Women seek information about health, but when it comes to preventing health problems for themselves and their families, they are not very active. »

Anne Tisseau



Emmanuelle Kuhnunch

« Over the past 50 years, women have reacted after disease strikes, to find a cure. Over the next 25 years, we'll need to learn to prevent and delay disease, so that women won't just be putting out fires. »

Agnès Soubrier



Agnès Soubrier

« We French women are lucky and comfortable with our healthcare system and not terribly ready for change. »

Sophie Dubois



Anne Tisseau

Where do French women go for health information? They rely first on doctors, followed by pharmacists, and then family and friends. Only 12% of women surveyed reported looking online for medical information, far fewer than is widely believed. The survey also found that while women actively seek health and medical information, they do not necessarily act on this information once they obtain it.

Survey participants cited aging in good health and end-of-life issues as their leading concerns. Women tend to put their children's health before their own, especially in the case of serious diseases. Men seem to focus later in life on healthcare issues, after disease strikes. Women pay attention to health issues at a younger age because of contraception and pregnancy.

NO TIME FOR PREVENTION

For women, preventing disease appears to be far less important than curing disease. As women care for their children, parents and grandparents, they may concentrate on finding solutions for illness because they are short on time.

The panelists, who represented six different pharmaceutical companies, emphasized that if women understand the benefits of prevention they will become more proactive and change their behavior when it comes to managing their families' health and their own. Practicing prevention will save time and give them greater freedom.

There was general consensus among the panelists that the French healthcare system, to which women are greatly attached because it gives them substantial freedom of choice, is not economically sustainable and must change in the future. ■

KEY FIGURES

- According to survey participants, 1% of men in families are the primary caregivers for their children's health.
- 47% of French women surveyed expressed anxiety about serious disease or Alzheimer's affecting them in the future.
- 62% of survey respondents consider it essential to grow old with security and dignity.
- 12% of women surveyed rely on the Internet as their source of medical information.



Valérie Perruchot Garcia

The future of digital

Moderator

Elizabeth Weymouth, Senior Associate Editor, the Washington Post

Speaker

Maurice Lévy, Chairman and CEO, Publicis Groupe



Maurice Lévy, Elizabeth Weymouth

“Video will dominate tomorrow’s world,” declared Maurice Lévy. It is the future of digital content and communication but there will still be a place for trusted brands offering quality information, he added. “Clearly there is a revolution on its way,” he said. Mobile technology has given us a new way of communicating, and some companies will fail to meet the challenge, but the digital future is interesting rather than scary.

« La vidéo sera incontournable dans le monde de demain », a déclaré Maurice Lévy. « Elle incarne l’avenir du contenu numérique et de la communication. Toutefois, il y aura encore de la place pour des marques de confiance proposant des informations de qualité », poursuit-il. « Une révolution est incontestablement en marche ». La technologie mobile nous a offert de nouveaux moyens de communication, et si certaines entreprises ne seront pas capables de relever le défi, l’avenir numérique s’annonce plus passionnant qu’effrayant.

« People are overwhelmed with information on the Internet, up to 80% of which is irrelevant. »

« If the quality is there, people will seek out your website and fetch your content. »

Maurice Lévy



Maurice Lévy



Flash this code for the full video of the session



Maurice Lévy

« Any publisher agreeing to include advertising content concealed in editorial is creating a real problem in the industry. »

« Video will dominate tomorrow's world. »

Maurice Lévy



Flash this code for an exclusive interview of Maurice Lévy



Maurice Lévy, Elizabeth Weymouth

People are reading much less, Lévy said, and they dip into information without going deep into the details. Young audiences are more interested in video and content sharing; video is already making its way into online news, web television and blogs.

Cellphones will be the dominant viewing platform. "It will change how advertisers think about their target audience," said Lévy. Knowing not only who the target is but also where they are enables advertisers to reach their audience with more interesting offers. Tablet definition is almost as good as on TVs; mobile screen technology has a way to go but the quality will come.

NEWS MEDIA IN THE DIGITAL AGE

Traditional newspapers are under threat in this new age, but there is always a way to win in a difficult world. Newspapers with authority, that are willing to investigate, to uncover the truth, to double-check facts, will survive.

To protect revenues the distinction between branded content and editorial is becoming ever more blurred. There is also a blurring between the platform and the content, as evinced by the likes of Microsoft, Sony and Samsung, but this does not mean quality of content will necessarily fall.

"The Internet is full of information that is not true. It is difficult to extract what is the right information," agreed Lévy, but organizations with solid brands will remain the source of reliable information. "If the quality is there, people will seek out your website and fetch your content," he said.

"It is in the interests of advertisers that the separation is clear," he added. The contract advertisers have with the consumer is to be honest and to make it clear that the advertising message is commercial and not part of the editorial content. "Any publisher agreeing to include advertising content concealed in editorial is creating a real problem in the industry," remarked Lévy. ■



Elizabeth Weymouth

DISCOVERY SESSION

by Capgemini, Orange and Paypal

DIGITAL 8PM

GO DIGITAL, GO EQUITABLE

Hackathon on education

Facilitator

Candice Blois, ASE Paris, Capgemini Consulting

Speaker

Jean-Michel Leclercq, Director of Strategy, CNED

« In France, 150,000 primary school students struggle to attain the required level of proficiency in English, French and mathematics to move onto secondary school. »

Jean-Michel Leclercq

“In France, 150,000 primary school students struggle to attain the required level of proficiency in English, French and mathematics to move onto secondary school,” stated Jean-Michel Leclercq of the CNED, France’s National Center for Distance Learning. New digital technologies, such as interactive online portals and applications, have the potential to address such issues and improve children’s learning experience.

« En France, 150 000 élèves du primaire éprouvent des difficultés à atteindre le niveau de compétence exigé en anglais, en français et en mathématiques pour pouvoir entrer au collège », explique Jean-Michel Leclercq, du CNED, le Centre national français d’enseignement à distance. Les nouvelles technologies numériques telles que les portails et applications interactifs en ligne offrent une solution à ces problématiques et permettent d’améliorer l’expérience d’apprentissage des enfants.

The CNED has developed an online interactive portal for students and teachers called D’COL, which allows children to practice and improve their skills in core subjects. D’COL provides users with the ability to chat with an online ‘avatar’ or coach named ‘Tom,’ who acts as their peer and encourages them to improve on their weaknesses. In case users have any questions or doubts on subject matter, ‘Tom’ refers them to one of 15 teachers in CNED’s back office.

DESIGNING THE EDUCATIONAL SERVICE OF TOMORROW

Digitally innovative and immersive services similar to D’COL need to be created every year to address the issue of children struggling academically. In this context, the audience was asked to select a theme for a new interactive application that would be developed by an on-site team from Capgemini and Backélite over the course of the Women’s Forum Global Meeting.

A brainstorming session by the audience provided the following suggestions on an application to be developed around digitally improving children’s learning experiences:

- Children should be able to participate in a physical or virtual community, challenge and learn from each other, and develop their problem-solving skills.
- A system of rewarding users (via bitcoins, for example) and encouraging them to progress further should be included.
- The application should be accessible to everyone in a mobile format in schools, libraries and other public places (malls, for example).
- Teachers, families and friends should have a role in this application and its use.
- The application should have a colorful look and feel; it should be possible to integrate it into children’s academic curriculum in real life.
- Social media should play a role in the application’s promotion and use.

A prototype of the application will be presented at the Women’s Forum Global Meeting on Friday, 17 October 2014. ■

KEY FIGURES

- 150,000 French primary school students do not have the required basic skills to move onto secondary school.
- CNED’s interactive web service D’COL registers 15,000 exchanges each day between users and the avatar named ‘Tom.’
- 30,000 children have been referred to teachers in CNED’s back office.



Jean-Michel Leclercq, Candice Blois

New digital technologies have the potential to transform people's – especially women's – lives by improving their security, spreading democracy and leveling the playing field for them across the world by integrating them into a global digital network.

Partnering for equity and success in a digital world

Moderator

Nina Gardner, Founder and Director, Strategy International, and Adjunct Professor, Johns Hopkins, SAIS

Speakers

Brigitte Dumont, CSR Chief Officer, Orange

Christina Smedley, Vice-President, Global Brand and Communications, PayPal

« We are working to fight the digital divide. »

Brigitte Dumont

« Women are a real market for us. They are our customers. »

« As money becomes more democratized, women become more empowered. »

Christina Smedley

Les nouvelles technologies numériques ont le pouvoir de transformer la vie des gens, et en particulier celle des femmes : elles améliorent leur sécurité, instaurent la démocratie et les mettent au même niveau que les hommes dans le monde entier en les intégrant au sein d'un réseau numérique mondial.



Brigitte Dumont, Christina Smedley, Nina Gardner

“As money becomes more democratized, women become more empowered,” said Christina Smedley. By connecting more and more women in developing countries to mobile networks, large telecommunications operators such as Orange have made them more independent. Women that seek to run their own businesses are now able to ensure their financial security by circumventing middlemen to make and receive payments directly with their cellphones, and their physical security by no longer carrying cash to and from their places of business. Women starting their own businesses have also benefited from mobile forms of payment, expanding their businesses and having more access to and control over the money they manage.

New digital forms of handling money, such as PayPal, compound the effects of mobile technology by changing the way money moves between individuals and groups. Non-traditional channels of payment have empowered individuals, NGOs, grassroots organizations, local entrepreneurs and even major political forces (such as Barack Obama's presidential

« Crowdfunding is one of the most interesting developments in the last two years. »

« Technology brings democracy. »

Christina Smedley

campaigns) by giving them access to simpler payment mechanisms and to much-needed funding in the form of donations and crowdfunding campaigns. “Technology brings democracy,” stated Christina Smedley.

BRIDGING THE DIGITAL DIVIDE

Despite the advances made in this field, there is still room for improvement. Not all women are equipped with mobile handsets that allow them to connect to the digital global network. Furthermore, women need to be educated about the possibilities of digital technologies and how they can be properly leveraged. “We are working to fight the digital divide,” said Brigitte Dumont.

This proliferation of new technologies also brings its share of issues, notably on the protection of financial data. Major players in mobile payments such as Orange and PayPal recognize this issue, and Orange has implemented a privacy charter for all customers. ■

KEY FIGURES

■ Charitable donations worth **US\$4.9 billion** have been made via PayPal

DISCOVERY SESSION

by Capgemini, Orange and Paypal

DIGITAL 8PM

GO DIGITAL, GO EQUITABLE

How digital contributes to a more equitable education – conclusions Capgemini

Facilitator

Candice Blois, ASE Paris, Capgemini Consulting

Speakers

Jean-Michel Leclercq, Director of Strategy, CNED

Estelle Maione, IS&T, Capgemini Consulting

Anne Niering, IS&T, Capgemini Consulting

Noushka Teixeira, Director, Matumaini

« With digital, we can trigger benefits for the whole education system. »

Estelle Maione

« Technology (...) can improve the learning experience and change teaching methods. »

Noushka Teixeira

New digital technologies can contribute to making education more equitable and accessible not just by improving classroom infrastructure or incorporating games into curricula, but by helping students achieve their maximum academic potential at their own pace. “Personal coaching is key for each child and key in reassuring their parents,” said Jean-Michel Leclercq.

Les nouvelles technologies numériques peuvent favoriser une éducation plus équitable et plus accessible en améliorant l'infrastructure des salles de classe, en intégrant des activités ludiques dans les programmes d'enseignement, mais également en aidant les élèves à atteindre à leur propre rythme leur potentiel maximal. « L'accompagnement personnel est essentiel pour chaque enfant, mais aussi indispensable pour rassurer leurs parents, » a déclaré Jean-Michel Leclercq.

Following the brainstorming session from the first day of the Women's Forum Global Meeting, Capgemini's on-site team developed an application prototype that changes the way the classroom is managed. The application, which was developed in 36 hours, included features that:

- Allow the teacher to monitor each student individually through a scorecard.
- Allow students to ask questions via a chat function.
- Reward students and encourage them to share their knowledge with their peers.

TRANSFORMING THE EDUCATION SYSTEM DIGITALLY

“With digital, we can trigger benefits for the whole education system,” said Estelle Maione. These benefits target an often outdated system – for example, the French education system has not changed since the 19th century. Among the benefits:

- Digital technologies reduce the need for heavy textbooks to be carried back and forth, thereby having a positive impact on student health.
- The classroom is transformed into a learning community, where students learn from each other in addition to learning from their teacher.

- It is easier for teachers in the classroom to allow students to learn at their own pace, ensuring that they succeed academically.
- Knowledge about other parts of the world, once gained through travel and cultural experiences that were only available to better-off families, is more accessible to people from across the socio-economic spectrum.

These new technologies can easily be implemented in developing countries such as the Democratic Republic of the Congo, where organizations such as Matumaini deal with an underfunded education system with a lack of textbooks and regularly trained teachers. By circumventing local infrastructure problems (for example, solar panels to ensure a continuous power supply), an offline version of such applications could bring a wealth of knowledge to children. “Technology (...) can improve the learning experience and change teaching methods,” said Noushka Teixeira. ■

KEY FIGURES

- In France, **140** students a year complete their schooling without any qualification.
- Schoolbags in France weigh **15** pounds.



Estelle Maione, Jean-Michel Leclercq, Candice Blois, Anne Niering

Crossing borders: The road to entrepreneurial success

Speakers

Jo Malone, Founder, Jo Loves and others

Christina Smedley, Vice-President, Global Brand and Communications, PayPal

« I shape the world and say, 'let's do it differently.' »

« I longed to live in this world of creativity that could change the world again. »

« Failure and mistakes are the doorstep to success. »

« As entrepreneurs, we need the freedom to step out and take risks, and the security to know that we can stand still sometimes. »

Jo Malone

“I shape the world and say, ‘let’s do it differently,’” stated Jo Malone as she spoke about what kind of entrepreneur she was. After her first foray into the world of fragrances with her namesake brand, which has since been sold to the cosmetics group Estée Lauder, Jo Malone jumped back into the world of entrepreneurship with a new fragrance brand, Jo Loves.

« Je façonne le monde et j'affirme que nous devons faire les choses différemment, » a déclaré Jo Malone en expliquant à quel type d'entrepreneur elle s'identifie. Après avoir fait un premier pas dans l'univers des parfums grâce à sa marque éponyme, rachetée depuis par le groupe cosmétique Estée Lauder, Jo Malone a renoué avec l'entrepreneuriat en créant une nouvelle marque de parfums baptisée Jo Loves.

To develop a new entrepreneurial venture, there are five ‘heartbeats’ that should be taken into account: inspiration, innovation, ignition, integrity and instinct. These in turn are reinforced by three underlying values: passion for an industry, creativity and resilience. These ‘heartbeats’ and values alone cannot guarantee success for an entrepreneur. “As entrepreneurs, we need the freedom to step out and take risks, and the security to know that we can stand still sometime,” said Jo Malone. Furthermore, the potential failures associated with these risks are crucial, as it makes entrepreneurs more resilient. “Failure is such a vital ingredient to a successful brand and successful business.”

One out of two women feels great when starting a business. The other half needs to be confident enough to take the risk. Such confidence only comes with moving forward and not dwelling on the past. Focusing on their key strengths also ensures that entrepreneurs seize the right opportunity. “Run on the track that you run fastest on,” said Jo Malone.

CREATING A PARADIGM SHIFT

Consumer patterns and behaviors have changed over the past two decades. Both PayPal and Jo Loves are changing the way business is done in their respective fields to reflect these new patterns and behaviors. PayPal is changing the nature of money itself by physically removing it from transactions, thereby allowing a stronger focus on human interactions during a purchase. “The exchange of money goes away, and the experience of the retail moment becomes

more powerful,” said Christina Smedley. Jo Loves, on the other hand is reinventing the way fragrances are experienced by involving not only the sense of smell, but sight, hearing and touch also. ■



Jo Malone, Christina Smedley

« The exchange of money goes away, and the experience of the retail moment becomes more powerful. »

« Technology should empower people. »

Christina Smedley

KEY FIGURES

■ 50% of women feel great about starting a business.

Setting new global standards for diversity in corporate leadership

Host welcome

Ingrid Nuelant, Deputy CEO and CFO, Thalys

Moderator

Cristina Vicini, Chair, Presidents' International Advisory Council, The International Alliance for Women, and Co-founder, Global Board-Ready Women Initiative

Speakers

Rohini Anand, Senior Vice-President and Global Chief Diversity Officer, Sodexo

Pamela Thomas-Graham, Chief Marketing and Talent Officer, and Head of Private Banking & Wealth Management New Markets, Credit Suisse AG

« It's a cliché that women leaders don't take risks. They take exactly the same risks as their male counterparts. »

Pamela Thomas-Graham

« Leadership is a journey, not a destination. »

Ingrid Nuelant



Are corporations 'walking the walk' when it comes to increasing gender diversity on their boards and in the C-suite? According to *The Credit Suisse Gender 3000*, a new study of 3,000 companies in 40 countries and across all major sectors, board diversity has increased in almost every country and every sector, rising from 9.6% in 2010 to 12.7% at the end of 2013. Female participation in top management (CEO and directors reporting to the CEO) stands at 12.9% at the end of 2013, but varies considerably from sector to sector and country to country.

Les entreprises passent-elles à l'action pour améliorer la diversité hommes-femmes au sein de leurs conseils d'administration et dans les postes de direction ? Selon *The Credit Suisse Gender 3000*, une nouvelle étude menée auprès de 3 000 sociétés de 40 pays et dans les principaux secteurs d'activités, la diversité au sein des conseils d'administration a augmenté dans la quasi-totalité des pays et dans tous les domaines. Elle est passée de 9,6 % en 2010 à 12,7 % à la fin de l'année 2013. Les femmes occupaient 12,9 % des postes de haute direction (PDG et directeurs adjoints) à la fin de l'année 2013, mais ce chiffre varie considérablement selon les secteurs et les pays.



Cristina Vicini, Pamela Thomas-Graham, Rohini Anand



Pamela Thomas-Graham, Rohini Anand

Cristina Vicini

Ingrid Nuelant

While these are improvements, said Pamela Thomas-Graham, “there is still a lot of work to be done.” She added that the study shows that companies with women on their boards have better financial results than those without. On the suggestion of an employee, a process it encourages, Credit Suisse has launched a ‘returnship’ program to help women who have taken time off get back into the bank.

At Sodexo, which has been ranked number one or two on the DiversityInc Top

« I’m impatient, but changing a culture takes a long time. Then, when the tipping point is reached, it changes fast. We all have to keep a healthy balance when pushing for change. If we move too fast, we can trigger a backlash. »

Pamela Thomas-Graham

50 Companies for Diversity® list every year since 2010, women now make up 43% of the Global Executive Committee. However, as Rohini Anand pointed out, that is not a general trend: the percentage of women holding Fortune 500 board seats in the United States “has been stuck at 16% forever. It’s unacceptable.” She added that preliminary results of a Sodexo in-house study showed that management teams with between 40% and 60% women outperform those with fewer women, although when the percentage tips over 50%, performance starts to decline. “It’s all about having balance,” she said.

Sodexo has created an entity called Sodexo Women’s International Forum for Talent, or Swift, made up of 20 Sodexo directors of 12 nationalities, to suggest concrete ways to help the group reach its goal of raising the percentage of women in top management to 23-25% by 2015. “Swift is not just made up of women,” said Rohini Anand, “men too are responsible for driving creative solutions. Swift is a lab for creating initiatives that can cascade throughout the organization.” ■

KEY FIGURES

■ The number of Fortune 500 board seats held by women in the United States has plateaued at around 16% since 2010.

« Women’s skills are building teams, navigating uncertainty, managing effectively when things are not black and white, building relationships globally and building trust. »

« All our task forces are deliberately diverse to spawn innovation. »

Rohini Anand

Why is Europe becoming so intolerant?

Moderator

Mary Fitzgerald, Journalist and analyst, and Women's Forum Rising Talents Alumnus

Speakers

Emma Bonino, former Italian Minister of Foreign Affairs



Mary Fitzgerald, Emma Bonino

Rising intolerance is a trend seen across Europe, touching all countries, affecting many minorities, and manifested in election results, extremist movements, and violent incidents. Why is this happening now? Emma Bonino, a former European Commissioner, said that in times of crisis people turn inward and think locally, reactions that reinforce a narrow sense of community and an exaggerated sense of difference.

On observe une certaine montée de l'intolérance dans toute l'Europe. Ce phénomène touche tous les pays, affecte bon nombre de minorités et se manifeste lors des résultats d'élections, à travers des mouvements extrémistes ou encore lors d'incidents violents. Pourquoi apparaît-elle aujourd'hui ? Emma Bonino, ancienne commissaire européenne, a expliqué qu'en période de crise, les individus ont tendance à se replier sur eux-mêmes et à penser à l'échelle locale. Ces réactions renforcent un esprit de communauté étroit et favorisent une perception exagérée de la différence.

« As a young woman moving to the big city of Torino I was astonished by signs in windows saying 'we don't rent to those from the South [of Italy]'. Well, I've since learned everyone has their South. »

Emma Bonino



Emma Bonino, Mary Fitzgerald



Emma Bonino

But if economic crisis is one cause, what explains the longer history of intolerance, before 2008? As Emma Bonino underlined, states and other institutions have always underlined difference as a way of building sameness where it does not really exist. Seen this way intolerance is the norm, and projects based on inclusiveness, like the European Union, are the exception.



Mary Fitzgerald

« *Let's be clear about intolerance; intolerant of whom. We don't seem to be intolerant to rich Saudis or Americans. We are intolerant to poor people who are also different from us.* »

Emma Bonino



Mary Fitzgerald, Emma Bonino

LACK OF LEADERSHIP

So where have things gone wrong in terms of tolerance? Lack of leadership is key, most glaringly in letting intolerance and extremism go unanswered. Leaders are reticent to respond to provocative discourse from intolerant parties and groups out of fear of legitimizing them, and of appearing too lax on issues such as immigration. For Emma Bonino these are two big mistakes. The public space should not be left to the voice of intolerance. Furthermore, leaders' lack of political courage to be clear about intolerance, difference, immigration and related topics has contributed to the current climate.

What is the way forward? Emma Bonino would like to see leaders truly leading by speaking the truth on the need for immigration and the moral – and political – imperative for tolerance and inclusion. What is worrisome is not extremist political parties but the failure of mainstream parties to tackle intolerance head-

on. National leaders must use all channels, just as extremist groups do, to spread an inclusive message. Finally, it is critical to adhere strictly to the rule of law, without exception, as the foundation of inclusiveness.

The ultimate stage for fighting intolerance is European integration. The European adventure is an unprecedented effort to bring together very old countries with long and often warring traditions. "I am by nature impatient, but I have to recognize the difficulties of the European enterprise," says Emma Bonino. "It will take generations." But there is no going back to 28 separate States. Anti-European factions should be required to describe what would happen, for example, to their constituents holding mortgages in euros. Most importantly, the lessons of history must be retold to younger generations. Intolerance begins against the other but if unchecked comes back sooner or later to target every group in society. ■

« *You don't have to be a saint to be European, just European.* »

Emma Bonino

Net neutrality: The end of the open Internet?

Moderator

Virginie Robert, Foreign Desk Editor, Les Echos

Speaker

Constance Bommelaer, Senior Director, Global Policy Partnerships, The Internet Society



Virginie Robert, Constance Bommelaer

As the governance and regulation of the Internet are debated by governments, international organizations and civil society, Net neutrality increasingly is being called into question. In simple terms, Net neutrality means that all content (videos, emails and images, for example) is treated equally by Internet Service Providers (ISPs). This impartiality to content is also known as traffic management. Traffic management has existed for the past two decades, but it has drawn attention from the general public in recent years primarily due to crises surrounding Wikileaks and government crackdowns on the Internet such as those that have occurred in Egypt, China and Russia. Some regulation, however, may be considered necessary, such as efforts to control spam. “Traffic management is not a synonym for censorship,” Constance Bommelaer pointed out.



Virginie Robert

Alors que la gouvernance et la réglementation relatives à Internet font l'objet de débats de la part des gouvernements, d'organisations internationales et de la société civile, la neutralité du Net est de plus en plus remise en question. Pour faire simple, cette neutralité implique que l'ensemble des contenus (vidéos, emails et images, par exemple) soit traité de la même manière par les fournisseurs d'accès Internet (FAI). Cette impartialité au regard du contenu est également appelée gestion du trafic. Celle-ci existe depuis vingt ans, mais a récemment été au centre de l'attention du grand public suite au scandale Wikileaks et aux mesures de répression prises par les gouvernements sur Internet, à l'instar de l'Égypte, de la Chine et de la Russie. Certaines réglementations peuvent cependant être considérées comme nécessaires, à l'image des initiatives de contrôle des spams. Toutefois, « La gestion du trafic n'est pas synonyme de censure, » a souligné Constance Bommelaer.



« Traffic management is not a synonym for censorship. »

Constance Bommelaer



Virginie Robert, Constance Bommelaer

GOVERNING THE INTERNET – CENSORSHIP VS. INNOVATION

Governance of the Internet has not been regulated at a global level. For example, regulations concerning the Internet in the EU are different from regulations on the other side of the Atlantic. Furthermore, while civil-society organizations such as the World Wide Web Consortium (W3C), the Internet Society and the Internet Engineering Task Force (IETF) ensure that standards on the Internet's architecture are maintained, there is no neutral third party to ensure that Net neutrality is respected. Such a third party would need

be to free of any market interests, but at the same time have significant clout to be able to influence large players such as Google. Regulations, however, are not meant to stifle the Internet and the innovation it fosters. "Innovation is possible because the Internet is open," said Constance Bommelaer. Such innovation also leads people to find ways around regulation, as happened in Egypt. Users could connect with each other through an independent network at the local level. These 'Internet Exchange Points' or IXPs demonstrate the possibility of circumventing controls through innovation. ■

« Innovation is possible because the Internet is open. »

Constance Bommelaer



Constance Bommelaer

My business and society: Leading for a more equitable world

Moderator

Maria Livanos Cattai, former Secretary General, International Chamber of Commerce, and Member of the Women's Forum Program Committee

Speakers

Christine Albanel, Executive Director in charge of CSR, Diversity, Partnerships and Philanthropy, Orange

Susan Carter, CEO, Commonfund Capital, Inc.

Peter Vogt, Chief Human Resource Officer and Deputy Executive Vice-President, Nestlé SA

Pascale Witz, Executive Vice-President of Global Divisions & Strategic Development, Sanofi



Christine Albanel, Susan Carter, Peter Vogt, Pascale Witz, Maria Livanos Cattai

Should it be up to governments or non-governmental organizations (NGOs) to create a more equitable world, or is this something that companies can – or should– embrace? And if the corporate world is already engaging with this, asked Maria Livanos Cattai, then what is it doing? This session took the form of a conversation with corporate and financial management leaders on how business can be an actor and an arena for promoting greater economic and social equality.

Sanofi is a global leader committed to improving health care, said Pascale Witz. “Health is the basis for a more equitable world,” she said. We must develop better medicines, but the person who is receiving treatment must be considered too. Sanofi’s approach is to leverage technology, services and education through collaboration with local health professionals in a way that can help people take better care of themselves. The Ebola virus illustrates the urgent need for everyone to pool their expertise and resources. “Many of these health challenges do not remain contained. In a global economy, we all have to feel concerned,” she said.

« The philanthropic sector in the United States plays a very important role, with roots going back to the founding of the country. »

Susan Carter

« For Orange, the focus of its business is to bring the digital revolution to all. »

Christine Albanel

« What surprised us is the manner with which Ebola is spreading. If people die less, it spreads more. »

Pascale Witz



Peter Vogt



Susan Carter



Pascale Witz



Maria Livanos Cattaudi



Christine Albanel

« *By creating new jobs for young people, we obtain a lot of new knowledge and understanding. This is part of sharing which is good for business, and good for society.* »

Peter Vogt

WORKING WITH LOCAL COMMUNITIES

Collaborating with local communities is crucial, said Peter Vogt, who has been working in emerging markets for many years. In Ghana and Nigeria, Nestlé worked with farmers to improve quality. Initially, they were producing grain with a 50% rejection rate; this is now down to 2-3%. The company is also fortifying breakfast cereals with vitamin A in a bid to reduce micronutrient deficiencies, which exist among one-third of the population. “There is always a double benefit from working with local people,” said Peter Vogt. This includes training farmers in animal husbandry to boost milk production. Similarly, as part of Europe’s Alliance for Youth Program, which seeks to create over 100,000 new jobs, Nestlé is contributing 10,000 full-time plus another 10,000 intern positions. Worldwide, the company has agreements with NGOs such as the Red Cross or local groups to deal with child labor, and is helping to educate families so that they understand the importance of sending their children to school.

Commonfund Capital Inc. is largely US-based, with 1,500 clients who are virtually all philanthropic organizations, including universities. Its goal is to manage their assets and grow financial resources. “If

successful, we can improve the education of young people,” said Susan Carter. The fund also invests in emerging markets, which can produce significant social returns and benefits. At the same time, the trustees need to ensure that they are supporting current and future generations of students. Many American universities rely heavily on their endowments, she said, “Most would not make it without them because of the increasing price of college education.” As President John F. Kennedy pointed out, the philanthropic sector represents the ‘jewel’ of American tradition.

ENGAGEMENT PROMOTES CONFIDENCE

Corporate philanthropic funding is relatively new for France, said Christine Albanel. “But now wherever you look, you will find such components. It is a risk and an opportunity, but companies are realizing that engagement promotes confidence.” Orange is active in Africa, where many have no access to electricity, so it helps equip villagers to charge their phones. “Products and services can bring about change through business and profit,” she said; for example, cellphones enable farmers to obtain the latest prices, and give people access to health messages.

Everything is connected, maintained Pascale Witz. This means working with governments. With aging populations, 65 million people in India and 100 million in China are suffering from diabetes. Governments on their own cannot sustain treatment, so the private sector needs to be involved. Peter Volk stressed cooperation with all stakeholders, while at the same focusing on corporate values. For Susan Carter, the philanthropic sector in the US has filled the void, but the next generation is now looking more into socially responsible investments, such as disinvesting from fossil fuels. ■



Flash this code for the full video of the session

KEY FIGURES

- Philanthropy in the United States represents **US\$3 trillion** in assets.
- There are now over **2 million** NGOs in the US, representing 10% of the country’s labor force.
- Americans contribute over **US\$300 billion** dollars a year to charities – roughly 5% of GDP.

DISCOVERY SESSION

by Hogan Lovells and KPMG

GOVERNANCE THE

DEVELOPING DIVERSE WORK FORCES

Women on Boards: Preparing for the world in 2015 and beyond

Speaker

Isabelle Allen, Partner, Global Head of Sales and Markets, KPMG International

« I am interested in women on boards because new ways of thinking on boards is a business imperative. »

« This feels to me like a really scary moment for boards, but also a really exciting one. »

Isabelle Allen

KEY FIGURES

- 90% of the world's current data was created in the last two years.
- The amount of digitalized data in the world will rise **10-fold** in the next five years.

In a fast-changing world, company boards need to change the way they think – and that requires them being more diverse, Isabelle Allen told the session. “We should not make this a binary issue – men or women. We also need cultural and generational diversity. Women are the tip of the iceberg,” she said.

Dans un monde en rapide évolution, les conseils d'administration doivent changer leur façon de penser. Pour ce faire, ils doivent se diversifier, a expliqué Isabelle Allen. « Nous ne devons pas envisager cette question de façon binaire, en ne prenant en compte que les hommes et les femmes. La diversité doit également être culturelle et générationnelle. Les femmes incarnent uniquement la partie visible de l'iceberg », a-t-elle poursuivi.

Company boards face four new challenges: tax morality, cyber security, big data and the arrival of Millennials in the workplace, she said.

Companies are exposed to increasing scrutiny over their tax policies, particularly whether they pay sufficient tax in the countries where they operate. “The ground has shifted in terms of the reputational risk that companies are carrying,” Isabelle Allen said. Companies must adapt their business structures to deliver both shareholder value and maintain the reputation of the board they are representing, she noted.

THINGS MOVE FAST

Every day brings new stories of corporations being hacked and consumer data being stolen. On cyber security, things move so fast that systems, processes, tools and skills rapidly become redundant. Companies need to recruit “very unusual people, who do not look like you and me. You need to have the confidence to manage an ecosystem of people who can advise and regularly update you,” she said.



Isabelle Allen

When combined with big data, the challenges become even greater. Companies must be prepared. It is dangerous to wait for a problem to go viral on social media before learning how to respond. The fact that systems worked in the past says nothing about the future, she added.

Millennials are very different from their predecessors. They are much more comfortable working in a team; they relate differently to authority and challenge hierarchies. They want to work for companies that have meaning, for companies that serve a wider audience than their shareholders, Isabelle Allen said.

Esthelle Metayer, President and CEO of Swiss company Competia, saw big data as being a big marketing opportunity. But too many board members had no experience of social media. Marcia de Wachter, Executive Director of the National Bank of Belgium, said that there are too many “old, white men” on boards who “don't have a clue of working with the Internet.” There was too much old thinking that “was not applicable to the new challenges,” she said. ■

« You have some enlightened chairmen who see the need for gender and generational diversity. But it is still very patchy. »

Isabelle Allen

Let's pull now

Speaker

Claudette Christian, Office Managing Partner,
São Paulo & Rio de Janeiro, Hogan Lovells

« *The world we are building is not for today but for 20 years from now. Women need to think about where they want to be in 20 years' time.* »

« *It is not our nature to be more aggressive and assertive, but unless you push the envelope, you are not going to effect change. If we don't we could still be talking about this 10-15 years from now.* »

« *You can drive revenues in new ways if you have women on the board.* »

Claudette Christian

When globalization took hold 10 years ago, businesses selling products adapted to new diversity requirements because they realized they had to mirror what was now a global customer base. However, the service sector – including law firms and investment banks – was slow to recognize the change their customers were undergoing.

Lorsque la mondialisation s'est intensifiée il y a 10 ans, les entreprises commercialisant des biens ont dû s'adapter à de nouvelles exigences en matière de diversité. Elles ont en effet compris qu'elles devaient satisfaire ce qui était alors devenu une base de clients internationale. Toutefois, le secteur des services – notamment les cabinets d'avocats et les banques d'investissement – fut lent à comprendre le changement que connaissait sa clientèle.

Drawing on her background of over 30 years in the legal business, Claudette Christian detailed the often painful progress of service companies as they struggle to keep up with the new demands arising from globalization.

REFLECTING DIVERSITY

Embracing true diversity can make the difference between winning and losing customers and clients. Customers expect their service providers to reflect their own diversity and understand their business drivers: if they do not, they lose the contract. "Paying lip-service to the client is not enough," she said. Management consultants Accenture, for example, introduced a traffic light system to identify where its service providers stood on diversity: green indicated all was well, yellow showed they were on the right track, and red meant there was a lot of work to be done. After two years, any providers still showing red were fired, the yellows were given a short time to improve, and the greens were rewarded.



Claudette Christian

Claudette Christian outlined some steps that can be taken to ensure that a company's workforce reflects its client base.

- Understand the client, their diversity requirements and the drivers of their business.
- Be proactive in the contribution you make.
- Take the clients at their word.
- Invest in training and development – clients don't hire because of gender or race, they hire your professional skills.
- Define diversity broadly – traditional definitions are outdated.
- Look for support and offer it to others to promote diversity in business.

It is important for women to overcome their reticence and restraint to put these steps into practice, said Claudette Christian. "It is not our nature to be more aggressive and assertive, but unless you push the envelope, you are not going to effect change. If we don't we could still be talking about this 10-15 years from now," she said. ■

« *We should be asking for help from, and offering help to, other women. We are at the stage where we can make a difference.* »

Claudette Christian

DISCOVERY SESSION

by Hogan Lovells and KPMG

GOVERNANCE THE

DEVELOPING DIVERSE WORK FORCES

Am I worth it?

Moderator

Nuria Chinchilla Albiol, Professor of Managing People in Organizations, International Center for Work and Family, IESE Business school

Speakers

Liz Edwards, Director, Global Sales & Markets, KPMG

Harriet Pearson, Partner, Hogan Lovells

Isabelle Schlumberger, Executive Vice-President Sales & Development, France Management Committee, JCDecaux

« As a women, you have this need to consistently prove that you are worth it, and that is something I really want to dispel. »

Liz Edwards

« Yes, we are worth it! When that question comes up in our heads, we need to immediately get it out. »

Harriet Pearson

Three accomplished international businesswomen unanimously answered yes to the question 'Am I worth it?,' sharing how they overcame different challenges and inhibitions to achieve successful careers.

Trois femmes d'affaires internationales des plus accomplies ont unanimement répondu oui à la question « Est-ce j'en vaud la peine ? », avant d'expliquer de quelle manière elles sont parvenues à surmonter obstacles et inhibitions afin de mener une brillante carrière professionnelle.

Harriet Pearson shared that she was always very studious as a child, but would never raise her hand. She carried this same style into the workplace, and it took many years before she found an organization that provided the support and flexibility she needed to excel. She shared the importance of "being in a company that makes an intentional effort to find women early in their career and to help them," and how that made a huge difference in her professional development. Her advice for women who have difficulty advocating for themselves: "Look for that support structure in organizations you choose to affiliate with, and if you don't have it, find a way to consciously overcome it by taking inspiration from others," she said.

AMBITION, DRIVE AND SUPPORT

Isabelle Schlumberger, on the other hand, never had to ask herself whether she was worth it. "It was obvious. I was always up

for it, raising my hand." Having ambition and drive is important but not always enough to reach career goals. The support of a strong partner is also key, especially when starting a family, a particularly difficult period for women. "Being a mother of four means I had a good companion," she commented.

As a right-brain person who has always worked in left-brain organizations, Liz Edwards had to overcome a feeling of loneliness and of being different while trying to drive change within a company. Finding a sponsor and understanding the organizational dynamics helped her do that. She also learned when to listen and observe versus when to lean in and put her hand up. With two children and a husband who also travels for work, striking a balance at home took time, effort and coordination. "It is amazing how much you can actually achieve through a good family set-up," she noted. ■



Harriet Pearson, Nuria Chinchilla Albiol, Liz Edwards, Isabelle Schlumberger

« Having a balanced personal life and a successful business life are often synonymous with having good support from the person you've chosen as a life partner. »

Isabelle Schlumberger

DISCOVERY SESSION

by Nestlé

CREATING SHARED VALUE

WIN with gender balance!

Working together to improve gender balance

Speakers

Florence Frappa, Culinary Business Executive Manager, Nestlé France

Suzanne Manet, Chocolate Business Executive Manager, Nestlé France

« We felt it was important to give a voice to people outside the company hierarchy. »

Suzanne Manet

Nestlé in France has implemented Women In Nestlé (WIN), an employee resource group to promote gender balance within the organization. The network was founded three years ago by three women working within the company. Its mission is to drive cultural change to improve gender balance within management levels and to contribute to improving Nestlé's performance in France.

En France, une initiative baptisée « Women In Nestlé » (WIN) a vu le jour au sein de Nestlé. Il s'agit d'un groupe d'employés œuvrant ensemble dans le but de promouvoir l'égalité hommes-femmes dans l'entreprise. Créé il y a trois ans par trois employées du groupe, ce réseau a pour vocation de favoriser le changement culturel en vue d'améliorer la parité à tous les postes de direction tout en contribuant à optimiser les performances de Nestlé dans l'hexagone.



Florence Frappa, Suzanne Manet

The network's objectives include raising awareness about the business case for gender balance and proposing initiatives that the Executive Committee can implement to improve it. Membership is open to all managers – both men and women – as well as future managers who are ready to invest in changing the company culture. Within this non-hierarchical community, members can interact with, and seek advice from, managers in other departments.

WIN's 200 members are "helping to change the way people see diversity in the company," Suzanne Manet said. "It is gratifying to see that key performance indicators on gender balance are improving." The proportion of women in the succession plans has grown from 39% to 50%, due in part to raised awareness resulting from the network.

Involving men as well as women and getting senior leaders to take part from the outset are crucial, and a clear mission statement with objectives and a way to measure progress are also important. Other lessons include

teaming up with human resources to develop initiatives, communicating to encourage new people to join, securing a budget for the network, and celebrating success. ■

« I joined this network for others, not for me. It is important to be able to share, to tap into personal coaching and networking, and to help others. »

Florence Frappa

KEY FIGURES

- Women hold **33%** of management positions at Nestlé France.
- The number of women in the succession plans has grown from **39%** to **50%**.

DISCOVERY SESSION

by Nestlé

CREATING SHARED VALUE

How can a company like Nestlé empower women throughout its value chain?

Speaker

Bineta Mbacke, Public Affairs Manager, Partnership, Nestlé S.A.

« Although we want to attract more men, women work better in our area, food production. Women are also more prone to send their children to school once they have the funds. »

Bineta Mbacke

KEY FIGURES

- Thanks to Nestlé's MYOWBU initiative, women in Ghana can earn **US\$6-8** per day selling **60-80** cups of coffee in open markets, instead of **US\$1** per day selling mangoes.
- In Pakistan, Nestlé's Women Livestock Extension Workers (WLEW) has trained nearly **5,000** women dairy farmers.

Before starting new projects, Nestlé analyzes existing initiatives and their results, and determines how they make business sense, explained Bineta Mbacke. They found that most successful initiatives employed mainly women. "Although we want to attract more men, women work better in our area, food production," she said. "Women are also more prone to send their children to school once they have funds."

Avant de lancer de nouveaux projets, Nestlé étudie les initiatives existantes ainsi que leurs résultats, tout en définissant de quelle façon elles influencent les activités de l'entreprise, explique Bineta Mbacke. Le groupe a ainsi découvert que la plupart des initiatives réussies étaient généralement pilotées par des femmes. « Même si nous souhaitons davantage attirer les hommes, les femmes sont plus adaptées à notre secteur, celui de la fabrication de produits alimentaires », a-t-elle déclaré. « Les femmes sont également plus enclines à envoyer leurs enfants à l'école une fois qu'elles ont réussi à trouver un financement. »

SUCCESSFUL INITIATIVES MAKE GOOD BUSINESS SENSE

Launched in Ghana, MYOWBU (*My Own Business*) promotes entrepreneurship among uneducated girls who sell things in city streets to support their families. Recognizing an entrepreneurship opportunity, Nestlé organized workshops to teach the girls basic skills in safety, hygiene, bookkeeping, and management principles. They also encouraged them to start a business with Nestlé, selling coffee in open markets. Some girls now sell 60-80 cups a day, which can bring them USD 6-8 a day, whereas selling goods like mangoes in the street brings in just USD 1 a day. Nestlé wins from this by recruiting new coffee-drinkers.

In Pakistan, the Women Livestock Extension Workers (WLEW) program trains rural women in animal health management, and offers extensive technical follow-up. "The women want to become self-sufficient," Bineta Mbacke said. "We found that once they get training and support, they perform much better than the men." To date, WLEW has trained nearly 5,000 women dairy farmers.

In Côte d'Ivoire, where coffee and cocoa farming are considered male domains, Nestlé made men part of the solution. "Rather than imposing our ways of doing things, we organized meetings with community leaders and the village men," Bineta Mbacke explained. Admitting that women are not included in cooperative meetings or decision-making, the men recognized how much Nestlé was doing for them, and that

extending this to women would be smart. There is now one integrated co-op. Nestlé has little control over many of the challenges faced by the women it works with, like land ownership or access to finance. "We are taking it step by step," Bineta Mbacke concluded. "Sometimes we must adapt. We are ready at Nestlé, but sometimes society is not." ■

« The women want to become self-sufficient. We found that once they get training and support, they perform much better than the men. »

Bineta Mbacke



Bineta Mbacke

Women giving support to women

Speaker

Arielle Semin, Head of Research & Development, Nestlé Chocolate Centre for Excellence

« It was not my behavior that was different, it was that I was a woman. »

« If you want to make a difference, you must move from competition to collaboration. »

« There is a special place in heaven for women helping women. When I spend an hour [mentoring] I am in heaven. »

Arielle Semin

The path to mentoring can be a quiet one and, once identified, it can be made up of small steps. But it can completely change your life. And anyone can do it.

While attending a conference session about the different behaviors of men and women, Arielle Semin heard women speak about issues that resonated with her own frustrating experiences. Working in the male-dominated area of Operations, she realized that, “it was not my behavior that was different, it was that I was a woman. I was emotional. I would not speak up unless I knew the topic. I did not sell myself, because I was sure that my results would speak for me. Hearing that other women behaved the same way was the moment I became a woman.”

Le mentorat peut être simple ; une fois identifié, il peut se composer de petites étapes, mais il peut changer radicalement votre vie. Et tout le monde en est capable.

En assistant à une conférence consacrée aux différents comportements des hommes et des femmes, Arielle Semin a écouté des femmes évoquer des thèmes faisant écho à certaines de ses propres expériences les plus frustrantes. Travaillant dans le secteur très masculin des opérations, elle a alors pris conscience que ce n'était pas son comportement qui était différent, mais que le problème résidait plutôt dans le fait qu'elle était une femme. « J'étais émotive. Je ne prenais pas la parole sans maîtriser totalement le sujet. Je ne parvenais pas à vendre mes compétences, car j'étais convaincue que mes résultats parleraient d'eux-mêmes. Lorsque j'ai enfin entendu que d'autres femmes agissaient de la même manière, je suis devenue femme. »

Seeking a mentor at Nestlé, she soon realized that she could share the answers she was finding with other women. After attending the Women's Forum three years ago, she asked herself what else she could do. Instead of waiting to be nominated, she simply started talking to others around her, reasoning that if she didn't talk about what she wanted to do, she wouldn't find others doing the same thing. As a manager, she became at ease with not knowing. Instead of giving answers, she encouraged others to find them for themselves. She constantly looked for ways to coach others. She also took a break and did volunteer work in Africa.

Now part of Nestlé's new mentoring initiative SWAN (Senior Women at Nestlé), Arielle Semin has set out to “gather a group of ‘girls’ in the company so that we can share our questions and challenges. If you want to make a difference, you must move from competition to collaboration.”

She also spends one day a week volunteering, including an hour on Skype advising a female entrepreneur in Nigeria. “My advice is so basic but it makes such a big impact. To flip Madeleine Albright's quote, ‘There is a special place in heaven for women helping women.’ When I spend an hour speaking with Aisha, I am in heaven.”



Arielle Semin

New innovators for the rule of law

Moderator

Saphieh (Sue) Ashtiany, Principal, Ashtiany Associates, Chair, Equal Rights Trust, and Visiting Professor Queen Mary University of London

Speakers

Alejandra Ancheita, Founder and Executive Director, Project on Economic, Social, and Cultural Rights

Jennifer Robinson, Director of Legal Advocacy, Bertha Foundation



Jennifer Robinson, Sue Ashtiany, Alejandra Ancheita

Defending human rights in the courts tends to be passionate, dangerous and under-appreciated work. Nearly two-thirds of the lawyers working in the field are women. Jennifer Robinson is typical of a profession in which almost nothing is typical. As a young Australian woman, she had not thought much about human rights until she found herself in West Papua, confronting an authoritarian Indonesian regime, while trying to defend a political prisoner. The prisoner finally escaped and was eventually granted political asylum in Britain. Jennifer Robinson went on to Oxford, her career path changed forever. Today, she runs legal advocacy at the Bertha Foundation, which supports activist lawyers defending human rights and advocating change. One of the current cases she is working on is fighting attempts to extradite WikiLeaks activist Julian Assange, to the United States.

A la barre, la défense des droits de l'Homme constitue souvent un travail aussi passionné et dangereux que sous-estimé. Près des deux tiers des avocats spécialisés dans ce domaine sont des femmes. Jennifer Robinson incarne parfaitement cette profession des plus atypiques. Jeune Australienne, elle ne s'était jamais réellement interrogée sur la question des droits de l'Homme avant de se retrouver en Papouasie occidentale et d'être confrontée au régime autoritaire indonésien, alors qu'elle tentait de défendre un prisonnier politique. Ce dernier s'est finalement évadé avant d'obtenir l'asile politique en Grande-Bretagne. Jennifer Robinson s'est ensuite installée à Oxford, où sa carrière a pris un tournant décisif. Aujourd'hui, elle offre des conseils juridiques au sein de la Bertha Foundation, qui vient en aide aux avocats engagés dans la défense des droits de l'Homme et dans la promotion du changement. Elle se bat en ce moment pour faire extraditer vers les États-Unis Julian Assange, le célèbre militant du site WikiLeaks.

« Two-thirds of the human rights lawyers are women, but the leaders of most of the organizations are men. »

Jennifer Robinson



Jennifer Robinson

« We are working to let women decide in equality with men. »

Alejandra Ancheita



Sue Ashtiany



Alejandra Ancheita's struggle is with the legal system in Mexico and the abuse of the land rights of indigenous peoples. She is determined to fight for indigenous rights using a legal system that is at best unpredictable. She has found that making references to human rights law and international conventions helps to create better standards for local courts. After repeated threats against her life, Alejandra Ancheita took a break and

attended Columbia University in New York. She eventually returned to Mexico to found and lead one of the country's leading human rights organizations.

Her job is not without risk. In 2003, there were 242 attacks against women who had protested for human rights in Mexico. From 2010 to 2013, there were 809 attacks. The police did little to stop them. In the meantime the women standing up for human rights have become adept at avoiding violence. When the pressure is too great, there are safe houses where they can hide. "The level of stress causes health issues for many of the human rights defenders," she says.

The movement seems to be picking up speed. A recent initiative, 'Birth of Justice,' seeks to support human rights lawyers. "There is a clear career path if you want to go into corporate law once you graduate," says Jennifer Robinson. "There is no clear career path if you want to become a human rights lawyer." In spite of this, she gets requests all the time from women who want to do just that.



Alejandra Ancheita



Decoding leadership: disruptive results with radical implications

Speakers

Nathalie Malige, CEO, Diverseo

Martin Schoeller, COO, Diverseo



Nathalie Malige



Martin Schoeller, Nathalie Malige

Commenting on the results of a new study conducted by Diverseo and released during the 2014 Women's Forum Global Meeting, Diverseo CEO Nathalie Malige explained that men and women are equally capable of being effective leaders – and they tend to be equally unaware how their leadership drivers affect their perceptions at the unconscious level. Diverseo's research on conscious and unconscious perceptions of leadership examined how we perceive ourselves as leaders and how we perceive others, starting with gender. In fact women are, on average, unconsciously self-confident, family-oriented and have a preference for being a warm leader; but the same may be said of men. Men are generally self-confident – and this should come as no surprise – but men are also family-oriented and prefer to be warm leaders. These results, according to Nathalie Malige, challenge the widely held assumption that a self-confident, career- and power-oriented leader must necessarily be male while a caring leader must necessarily be female.

Commentant les résultats d'une nouvelle étude menée par Diverseo et présentée lors du Women's Forum Global Meeting 2014, Nathalie Malige, PDG de Diverseo, a expliqué que les hommes et les femmes sont tout aussi capables d'être des leaders efficaces - ils ont également tendance à ignorer à quel point ce qui les anime en tant que leader affecte leur perception de manière inconsciente. L'étude de Diverseo sur les perceptions conscientes et inconscientes du leadership montre comment nous nous percevons comme des leaders et comment nous percevons les autres, à commencer par les hommes et les femmes. En réalité, les femmes ont, en moyenne, confiance en elles de manière inconsciente, priorisent leur famille et préfèrent être des leaders chaleureux ; mais cela est également vrai pour les hommes. Les hommes ont généralement confiance en eux - et cela n'est pas étonnant – mais ils priorisent également leur famille et préfèrent être des leaders chaleureux. Ces résultats, selon Nathalie Malige, remettent en question l'hypothèse largement répandue selon laquelle, un leader sûr de lui, carriériste et avide de pouvoir est nécessairement un homme tandis qu'un leader bienveillant est nécessairement une femme.

« Women are self-confident, but we all tend to believe they are not self confident. »

Nathalie Malige

« Manage people not as members of a category but as individuals. »

Nathalie Malige



Nathalie Malige, Martin Schoeller



Martin Schoeller, Nathalie Malige

« In general there are more differences in leadership styles between individuals than between men and women. »

Nathalie Malige

Members of the audience participated in a series of tests that demonstrated that they generally associated men with leadership roles and women with “helper” roles.

AN ISSUE FOR BOTH GENDERS

The data showed little significant difference between genders in terms of their unconscious bias; however, unconscious bias was found to be consistently high. With regard to leadership, Nathalie Malige noted, 75% of business leaders who had sat

Diverseo’s Leadership Decoder program had been shown to be ‘poorly aligned’ between their conscious and unconscious decision-making.

How can we fight against unconscious bias in leadership positions? The speakers explained how testing, using the Diverseo Leadership Decoder, can make leaders aware of their automatic leadership drivers and of how they unconsciously perceive others. ■

KEY FIGURES

- **\$25 billion** was invested in management and leadership training last year, and the amount is expected to increase by a further **10%** every year.
- **75%** of leaders who have taken the Diverseo Leadership Decoder are unaware of their unconscious leadership drivers.
- **73%** of the women are self-confident, both at the conscious and unconscious levels. However, **71%** of the women believe other women are not self-confident.
- An unconsciously biased manager will reduce workers performance by **20%** according to Diverseo.



Martin Schoeller

A champion for climate action

Moderator

Barbara Lewis, Senior EU Energy & Environment Correspondent, Thomson Reuters

Speaker

Connie Hedegaard, European Commissioner for Climate Action



Barbara Lewis, Connie Hedegaard

In this Q&A session, Connie Hedegaard touched on challenges and accomplishments during her tenure as the European Commissioner for Climate Action. She cited three specific accomplishments. One was ensuring that climate change remained part of the discussion despite the economic context. Environmental efforts benefit the European economy financially through energy efficiency and reduced dependency on external energy sources. The green sector was one of few to see job growth during the crisis.

Lors de cette séance de questions-réponses, Connie Hedegaard a évoqué les défis et les succès qui ont marqué son mandat de Commissaire européenne à l'Action pour le climat. Elle a cité trois travaux majeurs, dont l'un a consisté à maintenir le changement climatique au cœur du débat en dépit du contexte économique. Les initiatives environnementales profitent en effet sur le plan financier à l'économie européenne grâce à l'efficacité énergétique et à la réduction de la dépendance étrangère. Le secteur écologique a été l'un des seuls à proposer davantage d'emplois pendant la crise.

« There is no contradiction between Europe's economic challenges, social and job challenges, and climate challenges. »

Constance Bommelaer

KEY FIGURES

- The World Bank has studied ways to phase out fossil fuel subsidies in **16** developing countries.
- The EU's 2030 Framework for Climate and Energy calls for reducing emissions to **40% below 1990** levels, increasing share of renewable energy sources by **27%**, and increasing energy efficiency by **30%**.
- For every **US\$1** subsidizing renewable energy sources, **US\$6** go to fossil fuel subsidies.



Barbara Lewis



Barbara Lewis, Connie Hedegaard

Second, a seven-year budget was adopted for the European Union, of which 20% must be spent in a way that promotes climate targets. Making climate an integral part of the budget rather than an afterthought was an innovative approach.

Third, a new framework for climate and energy for 2030 was approved by the Commission in October 2014, and was due to be approved by European leaders later the same month. The targets of this framework are to reduce emissions to 40% below the 1990 level, increase the EU's use of renewable energy sources by 27%, and improve energy efficiency by 30%. The interest in setting targets for 2030 is a practical one: if Europe wants to attract investors in the energy sector, they need to know now where Europe plans to be in 15 years.

When asked about working with the UN, Connie Hedegaard replied that the UN is essential because a global challenge

requires a global solution. She attributed the successful outcomes with China and India at the 2011 United Nations Climate Change Conference in Durban, South Africa in part to the fact that Europe spoke with one voice. When asked about the influence of business on climate policies, she responded that this dynamic is what makes climate change a complex challenge, since we need to meet the increasing needs of increasing numbers of people and create growth, without destroying our environment.

Participants suggested that governments perpetuate the climate problem through fossil fuel subsidies, investments, and tax revenues. Connie Hedegaard agreed and pointed out that, globally, for every dollar subsidizing renewables, six dollars went to fossil fuels. She added that the World Bank has studied how to phase out such subsidies in 16 developing countries. ■



Connie Hedegaard

Creating the artificial intelligence program

able to qualify for university entry

Moderator

Ivana Jemelkova, Director, Strategic Communications, FTI Consulting

Speaker

Noriko Arai, Professor, National Institute of Informatics



Ivana Jemelkova, Noriko Arai

The Todai Robot is an artificial intelligence (AI) system that is capable of passing a competitive entrance exam to Japan's Tokyo University. Developed by Noriko Arai, one of only 3% of Japanese engineers who are women, the Todai Robot differs from its predecessors – IBM's Watson, for example – in the fact that it draws upon small 'text book' data and can understand problems put forward in natural language. While this allows it to perform at the same level as the average Japanese high school student in the exam, it still encounters problems with visual recognition: Todai Robot cannot process or recognize any illustrations.

Le robot Todai est un système d'intelligence artificielle (IA) capable de réussir un examen d'entrée extrêmement sélectif à l'Université de Tokyo. Créé par Noriko Arai, l'une des seules représentantes des 3 % d'ingénieures japonaises, le robot Todai se distingue de ses prédécesseurs – le modèle Watson d'IBM notamment – car il s'appuie sur de petites données « texte » et est en mesure de comprendre des problèmes rédigés en langage naturel. S'il obtient des résultats équivalents à ceux d'un lycéen japonais, il rencontre encore des difficultés en matière de reconnaissance visuelle : le robot Todai est en effet incapable de traiter ou de reconnaître des illustrations.

« Simple literacy and calculations skills have already been replaced by machines. »

Noriko Arai



Noriko Arai

« By learning about artificial intelligence, we are learning about ourselves and our value to society. »

Ivana Jemelkova



Ivana Jemelkova



Ivana Jemelkova, Noriko Arai

THE FUTURE ROLE OF AI

As AI evolves into something that increasingly resembles human intelligence, its potential has prompted debates about the future of certain manual and basic professions, and the need to reform current education and labor systems. “Simple literacy and calculation skills have already been replaced by machines,” said Noriko Arai. Half of white collar work will be replaced by machines by 2030, she said, raising questions about the relevance of the way children are taught in school today. However, creative and problem-solving skills would still remain within the domain of human intelligence. AI may also have a larger role in helping solve the crises related to the shortage of food and energy. “By learning about AI, we are learning about ourselves and our value to society,” said Ivana Jemelkova. ■

KEY FIGURES

- Women make up 3% of engineers in Japan.
- 50% of white collar work will be done by machines in 2030.



Participants

FURTHER TOGETHER

Collaborative consumption: What's mine is ours

Introduction

Denis Guibard, Director of Sustainable Development for Products and Services, Orange

Facilitator

Jean-Noël Chaintreuil, Prospective Strategist and Professor

Speakers

Francesca Pick, OuiShare International Community Leader and OuiShare Fest Co-Chair

Sarah Roy, Communications Manager for France, Belgium, Morocco and Canada, Airbnb

The phenomenon goes by many names – the collaborative economy, the sharing economy, collaborative consumption, and others. No one is quite sure how to define this bundle of new economic forms, but there is broad consensus that it is around to stay. For Denis Guibard, three realities drive the growth in collaborative trends: the backdrop of global economic and ecological constraints; the facility of the Internet for connecting far more widely those interested in exchange; and the proclivity of younger generations, facing those constraints, to use the Net to find new forms of exchange.

Le phénomène porte de multiples noms : économie collaborative, économie solidaire, consommation collaborative, et bien d'autres encore. Pourtant, si personne ne sait véritablement comment définir ces nouveaux modes d'échange, beaucoup s'accordent à dire qu'elles vont persister. Selon Denis Guibard, trois éléments favorisent la croissance des tendances collaboratives : les contraintes économiques et écologiques mondiales, la simplicité offerte par Internet pour connecter les individus souhaitant échanger, et ce même à distance, et la propension des jeunes, dans ce contexte, à utiliser le Net pour trouver de nouvelles formes d'échange.



Social Media Training in the Orange corner

« This new paradigm, the sharing economy, is not altogether new; when I was young I would have made it to the Global Meeting here in Deauville by hitchhiking. If young today, I would have come by BlaBlaCar. »

Denis Guibard



Denis Guibard



Sarah Roy



Jean-Noël Chaintreuil, Denis Guibard, Francesca Pick, Sarah Roy

« The collaborative economy is not just a new way of buying and selling, but a powerful movement whereby people get goods and services from each other. »

Jean-Noël Chaintreuil



Individual training



Is collaborating economically for everyone, or just for the young, the male and the geeky? Trends show more age cohorts getting involved and more varied user profiles. Francesca Pick drew a parallel with the Internet, inaugurated by a rarefied community, and now ubiquitous. Women seem to be preponderant among the thought leaders of the sharing economy and represent more than half of transactions in certain sectors.

THE GAME HAS RULES

Collaborative actors respond to the regulation controversy now swirling around them by stating that sharing is not anarchy. Most agree that the game has rules, and many want to participate at the local level in renewing regulation to make sure it is relevant and useful. In addition, large sharing firms have had to move to regulate internally with so-called trust mechanisms to protect their users, buyers and sellers.

The sharing economy is new, burgeoning and constantly evolving. But will it really change the game, or just the rules? Its economic models are unclear. Some who are active in collaborative consumption caution against sharing economy start-ups growing up to be

just a different type of profit center, and not a different way of distributing value. As sharing economy actors become big business, big business is tooling up to join the sharing fun. The coming fiscal reality, when currently sidestepped taxes are applied, may take some of the shine off sharing compared with conventional economics.

Sharing as an economic paradigm is in transition. Rethinking is in order, and “it cannot be only the companies who do it,” says Francesca Pick. If trust is the currency of the collaborative economy, who are the bankers? ■



Francesca Pick



Jean-Noël Chaintreuil



Marie Perruchet

DISCOVERY SESSION

by Renault-Nissan Alliance

BLAZE YOUR OWN TRAIL

What women want

Moderator

Nicolas Barré, Editor-in-Chief, Les Echos

Speakers

Valérie Brusseau, Automotive Architecture Engineering Project and Launching Vehicle Manager, Renault

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

Malene Rydahl, Director of Corporate Communications EAME, Hyatt

« Making women happy in the showroom has a direct correlation to retaining customers and after-sales revenues. »

Asako Hoshino



Asako Hoshino

With more than 80% of car purchases in the US made or directly influenced by women, car manufacturers globally have woken up to the importance of what women want in their cars. Renault in France began working on incorporating women's views on car features three years ago, said Valérie Brusseau. They came up with four major design factors.

Plus de 80 % des achats de véhicules aux États-Unis étant effectués par ou directement influencés par des femmes, les constructeurs automobiles du monde entier ont pris conscience de l'importance des attentes des femmes concernant leur voiture. En France, Renault a commencé à travailler sur l'intégration des opinions de la gent féminine sur les différentes fonctions des véhicules il y a trois ans, explique Valérie Brusseau. Le groupe a ainsi défini quatre facteurs de conception majeurs.



Nicolas Barré, Valérie Brusseau, Malene Rydahl, Asako Hoshino

« Women don't want to be spoken to as a group apart, they just want the same consideration that men have had. »

Malene Rydahl



Nicolas Barré

« Customization is very important. Women want to be unique. Enabling that is crucial for us to increase sales. »

Valérie Brusseau



Malene Rydahl



Seated Amma massages at the Renault-Nissan Alliance corner

« We can adapt our products according to the priorities of women in the individual market – in Brazil and Russia safety and protection are the main concerns. »

Valérie Brusseau

Vehicles needed to:

- Have practical and useful features, such as easily accessible luggage space and large glove pockets to fit handbags
- Have well thought-out and robust interiors (such as washable seat covers)
- Have safety features that made the occupants feel protected and in control, such as a higher driving position
- Be easily customizable, with the interior becoming an extension to the home, even including family pictures as part of the design

With Nissan sharing the same CEO, Carlos Ghosn, who supported the Women At Renault network in this project, similar changes have been made in Japan, said Asako Hoshino. Change began with the four-fold increase in the number of women in management positions (they now represent some 7% of the total). Now the LadyFirst project initiated by women employees at Nissan has resulted in

the overhaul of 300 car dealerships in Japan, to make them more attractive to women. “Women do not like being pushed by salesmen,” said Asako Hoshino. If women have a bad experience in the showroom, they go elsewhere for after-sales service.

The hotel industry has also been working to pay more attention to the needs of female guests, said Malene Rydahl. “Empathy is the key word for us,” she said. Their research found that women first looked at the cleanliness of the rooms. Traditional hotel perks, such as bath robes and slippers (always in sizes that are too big) and combination shower gel and shampoo were of no use to women. Addressing these and other issues has led to increases in guest numbers and length of stay, and has improved loyalty. “Women don’t want to be spoken to as a group apart, they just want the same consideration that men have had,” said Malene Rydahl. ■



Valérie Brusseau



Renault and Nissan cars parked in front of the CID

KEY FIGURES

- **80%** of car purchases in the US are made or directly influenced by women.
- **7%:** the proportion of management positions at Nissan that are held by women (up from 1.5% 10 years ago)

The Rising Talents



Rising Talents meeting at Eurazeo



Katelyn Donnelly, Sabrina Hersi Issa



Kinga Daradics, Christina Lopes, Sheila Gulati



Leslie Serrero, Christina M. Alfonso, Virginie Morgon, Vinciane Debaille



1st row (up): Sabrina Hersi Issa, Donata Hopfen, Leslie Serrero, Sheila Gulati, Edwin Smelt (Egon Zehnder), 2nd row: Vinciane Debaille, Samar Mezghanni, Alice Lopin, Isabelle Claus (Egon Zehnder), Armance Bordes (Eurazeo), 3rd row: Diane Binder, Alejandra Ancheita, Jackie Arango, Helen Yuanyuan Cao, Kinga Daradics, Christina M. Alfonso, 4th row: Evelyne Sevín (Egon Zehnder), Bei Guo, Katelyn Donnelly, Virginie Morgon (Eurazeo)

The Rising Talents Initiative, in partnership with Egon Zehnder and Eurazeo, is a network of highly talented young women, selected each year on a range of rigorous criteria. Under the age of 40 when selected, the Rising Talents are on their way to becoming influential figures in our economies and societies. This initiative is a commitment to promote women leaders and bring the vision of rising generations to the Forum.

This year 20 young women have been invited to join the Rising Talents network – which now includes more than 150 members and offers networking opportunities year-round – and to attend the 2014 Women’s Forum Global Meeting. In 2014, the initiative was partnered by IESE Business School and supported by Comité ONU Femmes France.

L’initiative Rising Talents, en partenariat avec Egon Zehnder et Eurazeo, est un réseau de jeunes femmes talentueuses. Agées de moins de 40 ans lors de leur sélection, elles sont destinées à devenir influentes dans nos économies et nos sociétés. Cette initiative est un engagement qui vise à promouvoir des femmes leaders et apporter au Forum la vision de cette nouvelle génération.

Cette année, 20 jeunes femmes ont été invitées à rejoindre le réseau des Rising Talents – qui compte désormais plus de 150 membres et offre des opportunités de rencontres tout au long de l’année – et à assister au Women’s Forum Global Meeting 2014. En 2014, l’initiative a accueilli l’IESE Business School comme partenaire et a reçu le soutien du Comité ONU Femmes France.



Kinga Daradics, Virginie Morgon, Jackie Arango, Alice Lopin



Katelyn Donnelly, Helen Yuanyuan Cao, Leslie Serrero



Diane Binder, Bei Guo



Christina M. Alfonso



1st row: Yolanda Serra, Katelyn Donnelly, Sheila Gulati, Evelyne Sevin, Alice Lopin, Leslie Serrero, Virginie Morgon, Kinga Daradics, Christina M. Alfonso, Christina Lopes, Jackie Arango, Helen Yuanyuan Cao, Sabrina Hersi Issa, Morgwn Rimel, Elena Fedyashina and a friend, Samar Mezghanni, Bei Guo, Xu Ge Fei, Joanna Spiette

THE 2014 RISING TALENTS

- **Christina M. Alfonso**, 32, American, Founder and CEO, Madeira Global
- **Alejandra Ancheita**, 38, Mexican, Founder and Executive Director, Project on Economic, Social, and Cultural Rights
- **Jackie Arango**, 28, Colombian, Innovation and development consultant, PenZA – Universidad EAFIT and Teacher, Universidad EAFIT
- **Diane Binder**, 34, French, Vice-President International Development, Suez Environnement
- **Helen Yuanyuan Cao**, 33, German, Senior Director, Corporate Strategy and Business Development, MCKESSON
- **Kinga Daradics**, 33, Romanian, Country Chairman & CEO, MOL Romania Petroleum Products S.R.L.
- **Vinciane Debaille**, 36, Belgian, FNRS Research Associate, Université Libre de Bruxelles
- **Ruth Díaz**, 39, Spanish, Director of Other Hardlines Amazon.es, Amazon
- **Katelyn Donnelly**, 28, American, Managing Director, Pearson Affordable Learning Fund
- **Daniela de Fiori**, 39, Brazilian/Italian, Vice President Corporate Affairs, Walmart Brazil
- **Sheila Gulati**, 38, American, Founder and Managing Director, Tola Capital
- **Bei Guo**, 32, Chinese, Deputy General Manager & US Director, EIC Group
- **Rahaf Harfoush**, 30, Canadian/Syrian (based in France), CEO & Co-founder, Red Thread Inc.
- **Sabrina Hersi Issa**, 31, American/Somalian (based in the USA), CEO, Be Bold Media and Co-Founder, End Famine

- **Donata Hopfen**, 38, German, CEO of BILD Group, Axel Springer SE, BILD KG
- **Christina K. Lopes**, 38, Brazilian, Senior Specialist and Advisor (Latin America), Global Strategic Associates
- **Alice Lopin**, 35, French (based in Hong Kong), Store Leader, Apple Computer
- **Samar Mezghanni**, 26, Tunisian, Writer and youth activist, Arab Thought Foundation and PhD Student, University of Cambridge
- **Leslie Serrero**, 40, French, Vice-President, Global Operational Marketing, Christian Dior Couture
- **Ana Luiza Trajano**, 36, Brazilian, Owner and kitchen chef, Brasil a gosto restaurant

KEY FIGURES

■ More than 150 members

■ **47 countries represented:** Argentina, Australia, Belgium, Bosnia, Brazil, Canada, China, Columbia, Croatia, Denmark, Egypt, France, Germany, Ghana, Greece, India, Indonesia, Iraq, Ireland, Italy, Jordan, Kenya, Lebanon, Mexique, Netherlands, Nicaragua, Nigeria, Poland, Portugal, Romania, Russia, Rwanda, Saudi Arabia, Senegal, Singapore, South Africa, Spain, Sweden, Switzerland, Taiwan, Tanzania, Thailand, Tunisia, Turkey, UAE, UK, USA

■ **Spanning all business sectors** (Support Services, Financials, Consumer goods, Basic Materials, Health Care, Energy, Transports, Legal, Luxury goods, Information & Communication), **as well as non-profit, politics & institutions, academics, science & technology and art & culture sectors**

■ **Around 15 networking events** organized in major cities (Paris, London, Hong Kong, New York, São Paulo, Shanghai, Beijing)

DISCOVERY SESSION

by Egon Zehnder, Eurazeo and IESE Business School

Rising Talents

FREE TO DARE,
KEEN TO SHARE

When learning leads to daring

Hosts

Virginie Morgon, Executive Board Member and Deputy CEO, Eurazeo

Evelyne Sevin, Partner, Egon Zehnder

Yolanda Serra, Director Business Development EMEA | Open programs, Executive Education, IESE Business School

Moderator

Mary Fitzgerald, Journalist and Analyst

Speakers

Kinga Daradics, County Chairman and CEO, MOL Romania Petroleum Products SRL

Vinciane Debaille, FNRS Research Associate, Université Libre de Bruxelles

Katelyn Donnelly, Managing Director, Pearson Affordable Learning Fund

Alice Lopin, Store Leader, Apple Computers

Sabrina Hersi Issa, CEO, Be Bold Media

Sheila Gulati, Managing Director, Tola Capital

Bei Guo, Deputy General Manager & US Director, EIC Group

Donata Hopfen, Managing Director BILD Group, Axel Springer SE

« Going to school is learning about math and history, but it is also learning about experience. »

Vinciane Debaille

Risk-taking can lead to learning and empowerment: this has been the experience of participants in the Women's Forum's Rising Talents program who shared personal insights and tips with the audience. The program identifies and nurtures new talent from different sectors and regions, and is now in its eighth year.

Prendre des risques peut parfois permettre d'apprendre et de gagner en autonomie. C'est ce qu'ont découvert les participants du programme Rising Talents du Women's Forum, qui ont eu l'occasion de partager leurs idées personnelles et leurs conseils avec le public. L'initiative, qui fête cette année son huitième anniversaire, vise à identifier et à développer de nouveaux talents issus de différents secteurs et régions.

« If you want to lift people up, you need to be on the top. »

Kinga Daradics



Vinciane Debaille

KEY FIGURES

■ There are more than **150** participants in the Women's Forum Rising Talents network, which has been running for the past **8** years.

« They made books for this, I know how to read, I can figure this out. »

Sabrina Hersi Issa

« I'd rather have my money with women than with anyone else. »

Sheila Gulati



Bei Guo

« Learning is about curiosity. Put yourself in an unknown situation and you learn along the way. »

Katelyn Donnelly

« Go boldly, take those risks, because those risks will pay off. »

Mary Fitzgerald

« All learning comes from doing. »

Bei Guo



Mary Fitzgerald



The Rising Talents corner

« Nothing is impossible if you feel the confidence to do it. »

Alice Lopin

The program’s diversity was reflected by the speakers, who represented eight nationalities in total, but one factor united all the contributions: the need to take risks in order to succeed and to learn. When Kinga Daradics began her MBA, for example, her friends thought she was crazy, much as Sheila Gulati’s friends did when she left a lucrative management job at Microsoft. “With that money you can buy a whole flat,” Kinga Daradics recalled her friends saying. “Why do you want to learn more?” Kinga Daradics’ response in the session was to quote a Chinese proverb: “If you want to lift people up you need to be on the top.” She wanted to lift people up.

A WORLD OF RISK

The speakers also talked of geographical risks. Katelyn Donnelly left her job in consulting to work in schools in Pakistan – a leap of faith that she said was responsible for her position today. Alice Lopin spoke of a life spent moving around the globe. She feels nervous before every move, she said, but every one has been beneficial. The key is to get used to taking risks.

Sabrina Hersi Issa agreed. Every job she had ever done, she said, was uncharted territory, but she learned that “if you don’t know something, you can figure it out.” Donata Hopfen took the same can-do attitude when asked to move into print media after only knowing digital. The only real risk, she implied, is the risk of getting left behind. Relationships can be the biggest risk of all, Bei Guo noted. Her comments, echoed by Vinciane Debaille, drew attention to the

mistrust with which women’s personal relationships can be viewed in the professional sphere. In her education company, she said, she tries hard to assure her team that they should not be afraid to sometimes risk putting life before work. ■



Donata Hopfen

Inequality matters

Moderator

Olivier Fleurot, CEO, MSLGROUP

Speaker

Christine Lagarde, Managing Director, IMF

« We have to be aware that Ebola is a global virus, and that it will be a global liability. It was caught late and will be hard to contain. But we should isolate the virus and not isolate the countries. »

Christine Lagarde



Flash this code for the full video of the session



Flash this code for an exclusive interview of Christine Lagarde

KEY FIGURES

- The global debt/GDP level is **100%**.
- The IMF has provided **US\$130 million** worth of budgetary support to the countries most affected by Ebola.



Christine Lagarde discussed a broad range of topics running from the global economy to Ebola, the status of women, and her own position as a top-level woman professional and role model.

Christine Lagarde a abordé de nombreux sujets allant de l'économie mondiale au virus Ebola, en passant par le statut des femmes. Elle a également évoqué sa propre condition de femme évoluant dans les plus hautes sphères et incarnant un véritable rôle modèle.



Olivier Fleurot



Christine Lagarde



Christine Lagarde

THE WORLD ECONOMY

In what amounted to a report on the debates at the recent IMF-World Bank Annual Meeting, Christine Lagarde said that the world economy is recovering, but that growth projections, revised down to 3.3% for this year, are insufficient to meet challenges that include legacies from the 2008 crisis such as 200 million job seekers, and high levels of sovereign debt in countries that had to borrow their way out of the mire. As downside risks, she pointed to: the sluggish recovery of the Eurozone; unfinished business on reforms of the financial sector; geopolitical risks in places like Ukraine, Iraq, Syria and Libya; and, “if that wasn’t enough,” Ebola. As countries and regions recover in uneven fashion, we are looking at what she called “a fragmented landscape.”

CLOSING THE GENDER GAP TO GET JAPAN GOING

Studies show that closing the gender gap can provide “a huge boost to income per capita,” said Christine Lagarde. To illustrate her point, she analyzed the case of Japan – an advanced but troubled economy with an aging population, a low fertility rate, and

« If [a headhunter] comes back and says, ‘I couldn’t find any [women], that’s rubbish. »

« My advice for a young woman: first of all she has to understand and internalize that she is an asset for the organization and that she brings value, that she is never a liability. You have to strongly believe that. Then you can go ahead and market yourself. »

« I am worried that if I make a mess of this it will be held not only against me but against women in general. You can’t let your sisters down. »

Christine Lagarde

a cultural reluctance to open its doors to immigrants from other parts of the world. An IMF report suggested that improving labor market access for women might help, and the press picked up on it. Consequently, the new budget provides greater allowances for childcare and senior care, both of which would free up women to work more. Prime Minister Shinzo Abe invited Christine Lagarde to participate in a conference on the subject, with the participation of the First Lady. The IMF head called that latter move a major “cultural change” in a country where the PM’s wife traditionally does not take an active role in public life.

In some places, women face even tougher challenges, for example where they are excluded from inheritances or unable to access finance. Christine Lagarde praised efforts in Mexico to address the issue of access to credit.

THE GLASS CEILING FROM THE SUPPLY SIDE

Closing the gender gap may require changes in the realms of politics and business, but much of the discussion focused on how Christine Lagarde managed to navigate

her way through both of those largely male worlds. First up was the issue of confidence. Throughout her career, Christine Lagarde has felt the need to do extra homework to be on top of her brief, but research shows that most men don’t feel the same way. “I think this issue of confidence is one that we need to take ownership of,” she said.

On the issue of quotas, she said that she was against them “when I was young and full of myself” – believing that everyone should advance based solely on merit. But now she favors at least setting goals for the participation of women.

As a manager of generally male-dominated teams, she strives to require people to “deliver without regard to gender, but sometimes I let the guys go out together and tell their jokes, and I would go off and do something else. There needs to be space for people’s individual characters.”

At the same time, she takes seriously her position as a pioneer. “I am worried that if I make a mess of this it will be held not only against me but against women in general,” she said. “You can’t let your sisters down.” ■

« They do not need robots [in Japan]. They need women. » Christine Lagarde

Will ending food waste end food shortage?

Moderator

Lara Birkes, Director Government Affairs and Strategic Partnerships, the World Business Council for Sustainable Development

Speakers

Javiera Charad, Environmental Sustainability Project Manager, Nestlé

Clementine O'Connor, Sustainable Food Systems Consultant, United Nations Environment Program's Division of Trade, Industry and Economics



The European Parliament declared 2014 the European Year Against Food Waste. This comes none too soon as food waste is the unfortunately all-too-well-kept secret of world food and hunger issues.

Le Parlement européen a désigné l'année 2014 année européenne de lutte contre le gaspillage alimentaire. Il était temps, car le gaspillage alimentaire est malheureusement un facteur sous-jacent des questions liées à l'alimentation et à la faim dans le monde.



Clementine O'Connor



Javiera Charad



Lara Birkes



Javiera Charad, Clementine O'Connor

Several major initiatives are underway to try to meet the United Nations Sustainable Development goal of halving food waste in the near future. The earliest to get going is the Courtauld Commitment, a voluntary agreement launched in the United Kingdom in 2007 aimed at cutting food waste in food retailing. More recently, the Food Loss and Waste Protocol is a multi-stakeholder effort to develop the global standard for measuring food loss and waste – an important step in reducing waste globally. Partners include the World Business Council for Sustainable Development, United Nations Environment Program (UNEP), the Food and Agriculture Organization (FAO) and a number of private companies.

“Food loss and waste can have many various causes, which are often specific to a particular country or region,” explained Clementine O'Connor. “What was needed was a methodology that would help all countries get at the sources of waste.” In response to this need, the FAO, UNEP and partner organizations have developed a first version of a guidance

document for governments, local authorities, businesses and other organizations as they seek to prevent and reduce food waste in households and businesses.

Much can be done. Government policy can create disincentives to waste and incentives to save. French corporate tax incentives have convinced firms in food industries to cut back significantly on waste. Food product dating rules can be revised to exclude stable foodstuffs. Retailers can stop offering two-for-one deals, which encourage overbuying and waste. Private initiatives are needed also. The Tesco food retailing group in the UK has been the first to publish statistics on food waste in its operations as it works in many ways to reduce that waste. Nestlé has extensive programs in place throughout the food chain to cut loss and waste from farm through processing to the consumer.

Although curbing food waste will not alone be a sufficient response to feeding future world populations, the amount of food currently wasted would go a long way toward feeding hungry people.

KEY FIGURES

- In the European Union, an estimated **100 million** tons of food are wasted annually.
- **One-third** of all food produced worldwide is wasted.
- In developing areas, **40%** of food is wasted after harvest.
- In the developed world, **40%** of food is wasted at the retail end.
- Although **2,830** calories per capita are produced worldwide, **805 million** people go hungry.



Javiera Charad

Myanmar and Cambodia: Education for work for the lost generations

Moderator

Rachida Justo, Professor of Entrepreneurship and Social Entrepreneurship, IE Business School

Speakers

Khin Sanda Win, Managing Director, Sanda Hotel & Services, Inle Lake View Resort & Spa, The Loft Yangon, and Sanda Tour

Sopheha Oum, CEO, Golden Silk



Sopheha Oum, Rachida Justo, Khin Sanda Win

Plagued by political instability and other troubles in recent decades, Myanmar and Cambodia both have large numbers of uneducated and untrained citizens. Two women entrepreneurs described their efforts to provide people with the necessary skills to work in their respective countries and industries. Their experiences prove that it is possible for women to be entrepreneurs in Southeast Asia, and that they can do well by doing good – ensuring a reliable workforce by training people and giving them a chance to work. The benefits extend beyond the bottom line to the society at-large.

La population du Myanmar et du Cambodge, deux pays rongés par l'instabilité politique et nombre d'autres problématiques depuis plusieurs décennies, comprend un nombre considérable de citoyens sans instruction et sans formation. Deux dirigeantes d'entreprise ont expliqué les initiatives qu'elles ont mises en œuvre pour offrir aux individus les compétences nécessaires afin qu'ils puissent travailler dans leurs pays et industries respectifs. Leur expérience prouve que les femmes sont capables de devenir entrepreneures en Asie du Sud-est tout en faisant du bien autour d'elles, c'est-à-dire en formant la population et en lui offrant l'opportunité de travailler, garantissant ainsi une main-d'œuvre compétente. Ces avantages vont en effet bien au-delà du chiffre d'affaires et bénéficient à la société dans son ensemble.

« *The Khmer people always respect the mother. She should show the man the way.* »

Sopheha Oum

KEY FIGURES

■ It takes **15 times** longer to produce golden silk than conventional silk.

« *We have to teach them how to switch off the lights because most of them do not have electricity.* »

Khin Sanda Win



Sophea Oum

TRAINING FOR SUCCESS

Golden Silk makes products from the material that gives the company its name. Sophea Oum told the story of how she began 12 years ago to train people in the entire process, including breeding, spinning and weaving. Because of the turbulence that had gripped Cambodia for so long, these traditional skills had been virtually lost. It took a decade to train some 100 women in the entire process, and the firm began commercial production only two years ago. Sophea Oum's relationship with her employees is symbolized by the nickname they have given her: *mother*.

Also known as Burma, Myanmar emerged in 2010 from a period of military rule that Khin Sanda Win characterized as 50 years of isolation. She started her business two decades ago when she was in her early 20s. Partly to make up for deficiencies in the educational and vocational training systems in the country, her firm trains all comers ("we accept anyone") in the skills necessary to work in the hospitality industry. "We start from scratch," she said, dealing with all aspects



Rachida Justo

of the business – from construction to hotel management. They also teach people how to make furniture and curtains. "People lack information, technology and know-how, but they have passion," she noted.

Khin Sanda Win also has a nickname among the young women and men her firm trains: *sister*. ■

« Education is different from intelligence. »

Khin Sanda Win



Khin Sanda Win

« People lack information, technology and know-how, but they have passion. »

Khin Sanda Win

« Behind every great woman is a great man. »

Rachida Justo



Participants



Rachida Justo, Khin Sanda Win

Corporate transparency: Navigating through uncertainty

Moderator

Estelle Metayer, President, Competia, and Member of the Women's Forum Program Committee

Speaker

Diane de Saint Victor, Head of Legal and Integrity, General Counsel, Company Secretary, and Member of the Group Executive Committee, ABB



Diane de Saint Victor

A practical, as opposed to a legalistic, approach to corporate transparency was advocated by Diane de Saint Victor, who explained that strong value systems fostered throughout companies represent the key to a healthy business culture.

Diane de Saint Victor a prôné une approche pratique de la transparence des entreprises, par opposition à une approche légaliste. Elle a ainsi expliqué que des systèmes à forte valeur ajoutée encouragés par des entreprises dans leur ensemble constituaient la clé d'une culture d'entreprise saine.



Diane de Saint Victor

« Transparency is having a duty to know. »

« Brand yourself as a transparent leader. »

Diane de Saint Victor



Diane de Saint Victor

« You get more out of engaging than controlling. »
« Who can possibly be for opacity? No one. »

Diane de Saint Victor



Forced transparency through binding measures work poorly, ABB's Company Secretary said, as such measures can distract people from the positive nature of being forthcoming. Furthermore, she said, transparency requires personal judgment that binding measures would prevent: some business secrets are legitimate, particularly on questions of timing.

Transparency was described as the responsibility of everyone in a business. No company has a "Transparency Officer," Diane de Saint Victor said, which makes the subject a shared topic. "Take it," she instructed the audience. "You have the opportunity to live transparency at any level."

KNOWING AS WELL AS TELLING

But transparency, she stressed, does not only mean being honest about what you know, it is also "having a duty to know." Leaders striving for transparency must make an effort to find out what is going on throughout their company: ignorance of misdemeanors is not an excuse. This is how society sees the

issue, Diane de Saint Victor said, and how the courts are leaning towards it too.

How possible it is to foster international values of transparency was raised as a question from the floor. Diane de Saint Victor said it was simple: the value of doing good is shared cross-culturally. "Do you know of anywhere where cheating is legal?" she asked.

Some audience members were not convinced. Diane Bérard, a journalist at Les Affaires, pointed to studies showing Western companies are ethical at home but less so abroad. They could get away with being so because of the absence of cross-cultural values.

It can be difficult for companies to know what is going on at every level of their supply chains, Diane de Saint Victor admitted, but that does not mean that they should not work as hard as they can to find out. The price of life may not be the same in Indian courts as it is in US courts, she said, but companies and individuals working within companies should behave as though that is not the case. ■



Estelle Metayer

« Transparent business, ethical business, is good business. »

Diane de Saint Victor

by Mercer and Oliver Wyman

Women at the top: Time to go faster!

Moderator

Pat Milligan, President and CEO, North America region, Mercer

Speakers

Michelle Daisley, Partner, Oliver Wyman

Martine Ferland, Retirement Business Leader, Europac, Mercer

Terry Stone, Managing Partner, Health & Life Sciences, Oliver Wyman



Pat Milligan, Martine Ferland, Terry Stone, Michelle Daisley

Women are one of the single most important levers driving economic growth in any economy. Research by Mercer on gender diversity and research by Oliver Wyman on women in financial services served as a starting point for discussion on women's failure to progress in the same way as men in middle management and beyond, and on concrete strategies to address this issue.

Les femmes représentent l'un des principaux moteurs de croissance dans toute économie. Les recherches de l'institut Mercer sur la diversité hommes-femmes ainsi que les études menées par Oliver Wyman sur les femmes travaillant au sein des services financiers ont servi de base à une discussion portant sur l'incapacité de la gent féminine à progresser de la même façon que les hommes à des postes de cadre intermédiaire et supérieurs. Elles ont également permis d'aborder les stratégies concrètes susceptibles de résoudre ce problème.

« Gender diversity in the workforce is a business priority for leadership, not a problem for Human Resources to fix. »

Martine Ferland



Martine Ferland

« At the current rate of hiring, promotion and retention of women in the workforce, gender equality will not be achieved over the next decades. »

Martine Ferland

« One of the hardest issues to overcome is unconscious bias; too often male colleagues don't see it. We have found that sharing personal stories about how we experience working at the firm changes our colleagues' perceptions and awareness. »

Terry Stone



Pat Milligan



Terry Stone

Mercer's research revealed that companies' gender and diversity approaches, which focus heavily on programs for women, such as maternity and part-time work programs, can in fact limit women's progression. These initiatives can remove women from the front line and from profit-and-loss roles, cause them to take a sideways step in their careers and be unsuccessful in providing the support they need to return to full participation and regain forward momentum. Women-oriented programs are beneficial only if they have active, passionate leadership and highly targeted strategies to ensure women are shepherded through the system and mentored. Companies need to admit the problem exists and realize it is also an opportunity. They need to ask tough questions, be transparent, gather data to analyze their current status with regard to women and what they can do to effect real change.

Mercer identified three focus areas to counteract the potentially negative effects of these programs. The first is health. Strategies need to be tailored to women's

health and wellness issues, such as stress and incidence of disease, in order to address the particular health challenges of women.

The second is fostering women's financial wellbeing by increasing financial programs that educate and empower women with regard to investment, retirement, education and savings. This is essential since women make 80% of all financial decisions that involve health and retirement.

The third is talent, and the issues of women's pay and promotion. Companies need to examine the criteria that are measured and acted on as a basis for promotion. They need to value and embrace the key aptitudes of women (team/people leadership, drivers of change, highly collaborative), and ensure that competency models include women's success factors.

The culture of an industry can either be an accelerator or detriment to women's progression. In some organizational cultures, such as the financial services industry, it is difficult to create an inclusive culture where women can feel that they can use their unique traits and characteristics to excel. ■

KEY FIGURES

- Women make **80%** of all financial decisions that involve health and retirement.
- Only **4%** of financial services CEOs are women.
- **One-third** of financial services Executive Committees are still entirely male.

« Women are one of the single most important levers of economic growth. »

Pat Milligan

« Only by tackling the prevalent culture, biases and working practices will the [financial services] sector be able to do better in the war for talent. »

« To attract, retain and promote more high-caliber women, financial firms need to focus less on 'fixing the women' and more on 'fixing the industry.' »

Michelle Daisley



Michelle Daisley

DISCOVERY SESSION

by Roche

TRANSFORMING LIVES

Beyond surviving

Moderator

Laurence Peyraut Bertier, Head of Public Affairs and Communications, Roche France

Speakers

Vivian Beetle, Advisory Board Chair, UNESCO World Library of Science Project, and Consultant, World YWCA and UNICEF Switzerland, and former Head of Corporate Donations & Philanthropy, Roche

Debra Jarvis, Writer, Hospital Chaplain

« I've learned that every woman deals with breast cancer differently, and it's important to respect that. »

Debra Jarvis

« Every patient does their best, and some of us get lucky. You cannot say that the others didn't fight the battle. »

Vivian Beetle

« I like to say I'm a thriver and not a survivor, because today cancer treatments are so good that we thrive. »

Marijo Bos

Vivian Beetle and Debra Jarvis both know what it feels like to have cancer suddenly blur the line separating their personal and professional lives. Debra Jarvis had been counseling cancer patients for 30 years when she discovered she had breast cancer. Vivian Beetle had acquired vast experience in oncology working for Roche, and then one day she was diagnosed with breast cancer. Many members of the audience attended this session because they or someone close to them had experienced breast cancer.

Vivian Beetle et Debra Jarvis savent toutes deux ce que l'on ressent lorsque le cancer vient brutalement effacer la frontière entre vie personnelle et vie professionnelle. Debra Jarvis conseillait des patients atteints de la maladie depuis 30 ans lorsqu'elle a découvert qu'elle souffrait elle-même d'un cancer du sein. Après avoir acquis une vaste expérience en oncologie en travaillant pour le laboratoire Roche, Vivian Beetle a elle aussi appris qu'elle souffrait d'un cancer du sein. Bon nombre des membres du public ont assisté à cette session après avoir été frappés par la maladie ou soutenu l'une de leurs proches malades.

TALKING ABOUT IT: A PERSONAL DECISION

It is critical to respect that each person will make his or her own choice about whether or not to talk openly about the disease, in particular at work. Although you wish you could be forthright, explained Vivian Beetle, sometimes you run a risk. A woman in the audience who decided to be open about her cancer spoke of experiencing 'health discrimination' when she was removed from key client accounts. In a workplace where people feel safe about other issues, they can feel safe talking openly about their cancer. Vivian Beetle said that like so many diversity issues, it depends on the message from the top. Some people elect not to tell anyone – one colleague was determined that she would "not be defined by this" – yet both speakers ultimately chose transparency. Debra Jarvis talked about her disease to fight the stigma

of cancer, saying, "the more open I was, the more comfortable others were." Being relaxed and matter-of-fact about cancer allows others to be less afraid. A member of the audience considered being open to be part of the therapy, and said it alleviated some of the fear of cancer around her.

FEELING FORTUNATE

Both speakers felt very fortunate to have access to quality diagnostics. Waiting for diagnosis is difficult and creates extra stress for patients. Debra Jarvis was working at a cancer center when she was diagnosed, so she knew all the caregivers. Vivian Beetle came to appreciate what she had taken for granted: state-of-the-art care, quality information for caregivers and the range of treatment options. ■



Debra Jarvis, Laurence Peyraut Bertier, Vivian Beetle

« After working for 30 years with cancer patients, I know that cancer is not about fairness, justice or taking care of yourself. I was training for a triathlon when I was diagnosed. »

Debra Jarvis

Shifting paradigms – the role of innovation in transforming patients' lives

Moderator

Corinne Le Goff, President, Roche France

Speakers

Cecile Doan, Chief Operating Officer, CATIA, Dassault Systems

Denis Guibard, Vice-President, Sustainable Development, Products & Services, Orange

Janet Hammond, Global Head and Senior Vice-President, Infectious Diseases Discovery and Translational Area, Roche Pharma Research & Early Development

« Technologies we didn't previously have now allow us to target how we develop medicines. »

Janet Hammond



Denis Guibard, Corinne Le Goff, Cecile Doan

Scientific innovation may impact patients' lives in many ways in the not-so-distant future, yet it also gives rise to fears and difficult challenges that society must be prepared to address. To drive innovation, it is essential to break out of silos and develop collaboration between different industries – including in fields that seemingly have nothing to do with healthcare.

A de nombreux égards, l'innovation scientifique peut influencer la vie des patients à court terme. Toutefois, elle engendre également des craintes et des défis complexes que la société doit se préparer à relever. Afin d'encourager l'innovation, il est essentiel de sortir des sentiers battus et d'instaurer une collaboration entre les différentes industries, notamment dans les domaines qui n'ont a priori rien à voir avec la santé.

« Healthcare will not be only between four walls in hospitals; it will be everywhere with you. The name 'patient' may change because people are getting more and more impatient. They want to know not only about care but also about discovery processes. »

Cecile Doan

HOW INNOVATION COULD TRANSFORM PATIENTS' LIVES

Here are just some of the ways innovation may impact patients' lives in the future:

- Surgeons could use 3D printing to have very precise knowledge about tumors before operating, thus greatly reducing surgery time and hospital stays.
- E-healthcare is already providing high-tech solutions for remote monitoring of cardiac rhythms, and the means to set up a woman-to-woman hotline in remote areas of Africa to share information about HIV, contraception and sexually transmitted diseases.
- In the field of epidemiology, big data may be used to map the spread of diseases.
- In infectious diseases, innovation will bring solutions to the very serious problem of antibiotic resistance.
- Innovation will mean that healthcare diagnostics are continuous, rather than one-off snapshots at a given point in time.

Such exciting prospects also bring concerns over the potential risks and liabilities of innovation, for example when confidential medical information is being shared. It is essential to

ensure doctor-patient confidentiality and respect for patients' privacy.

The healthcare field is highly regulated. Given the time it takes to register a new drug, it is easy to imagine how regulatory requirements could constitute a barrier to innovation. There is a risk that public fears or the hand of regulators could slow innovation if these issues are not addressed. ■

« Everything is going to be connected, for better or for worse. »

« It is very important to build trust, which is why we need to be very transparent about the way we're using data. »

Denis Guibard

TRANSFORMING LIVES

The essential facilitating role of HR

Moderator

Laurence Peyraud Bertier, Head of Public Affairs & Communications, Roche France

Speakers

Olivier Lagrée, Principal, Organisation Transformation & Talent, Deloitte Conseil

Florence Pivert, Acting HR Director, Roche France

Anne-Sophie Tuszyński, Co-Founder, CANCER@WORK

« Talking about cancer is quite new in France. Three-fourths of employees say it's difficult just to pronounce the word 'cancer.' »

Anne-Sophie Tuszyński

« You cannot force people to talk about their cancer but you can create the opportunity. »

Olivier Lagrée

How can companies create the right conditions for employees who are living with cancer? Roche has formed a partnership with the non-profit CANCER@WORK to develop a three-year experimental program in response to this question, which Roche, as a leader in oncology, takes very seriously.

Comment les entreprises peuvent-elles réunir des conditions adaptées à leurs employés malades du cancer ? Pour tenter de répondre à cette question, le laboratoire Roche s'est associé à l'organisation à but non lucratif CANCER@WORK afin de créer un programme expérimental d'une durée de trois ans, une initiative que l'entreprise, en tant que leader du secteur de l'oncologie, prend très à cœur.

BALANCING EMPATHY AND BUSINESS PERFORMANCE

Managers may feel torn between compassion for employees and their families, and awareness of their responsibilities to the team and the need to deliver results. They must ensure that the team will not suffer because one member has cancer.

Olivier Lagrée pointed out that employee wellbeing, company engagement and business performance are closely linked and influence each other in complex ways. CEOs recognize increasingly that diversity drives business performance. A diverse workforce includes employees who are living with cancer. Companies need to prepare the reintegration of employees who have undergone cancer treatment, in particular to decide what kind of job flexibility they can offer.

Florence Pivert told the story of an employee who had breast cancer and upon returning said she could not continue to work on the breast cancer drug Herceptin. In a situation

like this, the manager might challenge the employee's viewpoint, asking her to look at things differently, or the manager might challenge the company.

Because each person's situation and reaction to cancer is unique, no standard set of actions or rules can be applied. However, based on their collective experience, the panelists discussed approaches that work:

- Take stock of the situation in the company by surveying employees (based on voluntary participation).
- Share the results with all employees, managers and board members.
- Create a framework rather than a set of rules.
- Encourage open discussion.
- Ask employees to imagine solutions to their own expectations.

« Make sure the employee has someone to talk to in the company. If you are alone and not able discuss your difficulties, one part of your heart and your brain won't be on the task at hand. »

Florence Pivert



Florence Pivert, Anne-Sophie Tuszyński, Laurence Peyraud Bertier, Olivier Lagrée

KEY FIGURES

Some 70% of Roche's business is focused on cancer.

PEOPLE & ATMOSPHERE



The Café



The Discovery Hall



Members of the Sanofi delegation



The 10th Anniversary Women's Forum wall



The ABB delegation



Members of the Mercer & Oliver Wyman delegation



The Discovery Hall



Sephora corner



The Renault-Nissan Alliance delegation

DISCOVERY SESSION

by Sanofi

IMPROVING ACCESS TO HEALTHCARE

Reducing inequalities in health for a better world

Speaker

Robert Sebbag, Vice-President, Access to medicines, Sanofi

« Around 95% of essential medicines are off patent. The problem is not patents but access – to patients, to innovation, to awareness. »

Robert Sebbag



Robert Sebbag

Multiple factors contribute to creating healthcare inequalities, and the cost of drugs is not the most important one. “Around 95% of essential medicines are off patent,” said Robert Sebbag. “The problem is not patents but access – to patients, to innovation, to awareness.” He emphasized the need to target awareness among both health authorities and the public, and the importance of getting access to patients who live in war-ravaged or remote areas.

De nombreux facteurs sont source d'inégalités en matière de soins de santé, et le coût des médicaments n'est pas le plus important. « Près de 95 % des médicaments indispensables sont tombés dans le domaine public », explique Robert Sebbag. « Le problème ne concerne pas les brevets, mais l'accès aux patients et à l'innovation, ainsi que la sensibilisation. » Il a ensuite souligné la nécessité de sensibiliser à la fois les autorités sanitaires et le grand public, mais également l'importance que des patients vivant dans des régions reculées ou ravagées par la guerre puissent accéder aux soins.



Robert Sebbag

« Sleeping sickness is fatal if left untreated. We have treatments. The real problem is 30% about drugs and 70% about logistics – namely, how to reach patients in remote areas. »

Robert Sebbag



Robert Sebbag

« To date, Ebola has caused 4,000 deaths. Each year, malaria causes 650,000 deaths. »

Robert Sebbag



Robert Sebbag

« The pharma industry is a mandatory partner to bridge the gap between north and south to address public health needs. »

Robert Sebbag

CULTURAL ISSUES COUNT

The Ebola outbreak illustrates how a disease can emerge in the midst of poverty in developing countries and grow to global dimensions. Ebola brings home the fact that cultural issues must be taken into account to reduce inequalities in healthcare. In cultures where the custom when someone dies is to clean, touch and kiss the body, how do you explain to people that they cannot respect their customs? Similarly, when healthcare workers arrive in rural villages dressed like cosmonauts, how do you prevent villagers from feeling afraid and even becoming violent?

Global elimination of polio is within reach today. Cultural obstacles stand in the way: in Pakistan, immunization workers have been killed. In Nigeria, people are being told not to vaccinate their children for religious reasons. Ignorance remains a daunting barrier to access to healthcare.

Although they affect people in all countries, mental health disorders and epilepsy are truly neglected diseases. In some cultures, those affected are thought to be possessed by evil spirits. Because the disease causes fear, people with epilepsy are excluded from society, stigmatized and at times locked away. It is essential to make health authorities understand that these people have a disease, which we have the means to treat and manage.

Half the world's population is at risk for dengue, which represents an extremely heavy financial burden. With external partners, Sanofi has been developing a dengue vaccine over the last 20 years, and now expects to register it within a year.

Robert Sebbag emphasized that a holistic approach to global health is necessary. "The pharma industry is a mandatory partner to bridge the gap between north and south to address public health needs," he said. ■

« Health is an area where governments and companies must work together. Treatment is a necessity and not a luxury. »

Virginie Boucinha

KEY FIGURES

- Since the Sanofi / WHO partnership was created in 2001 to fight neglected tropical diseases, nearly **200,000** people have received Sanofi products to treat sleeping sickness:
 - Nearly **200,000** lives have been saved.
 - Sanofi has invested **USD 75 million** towards eliminating sleeping sickness.
 - The number of new cases has dropped from about **30,000** to about **7,000** cases per year.
- **Half** the world's population is at risk for dengue.
- Sanofi has invested almost **USD 2 billion** over the last 20 years to develop a dengue vaccine.

Women in Media



Session in the Women in Media corner

Women in Media, now in its fifth year, is a joint initiative by Deloitte and the Women's Forum for the Economy and Society, in partnership with France Médias Monde (which regroups global television channel France 24, Radio France International, and Monte Carlo Doualiya), Le Huffington Post, Marie Claire, TF1 Events, and vox femina. This initiative contributes to strengthening women's voices and to promoting their representation as experts and professionals in the media as a whole, whether traditional or digital.

Women in Media, qui en est à sa 5ème année d'existence, est une initiative créée par Deloitte et le Women's Forum, en partenariat avec France Médias Monde (regroupant France 24, Radio France International et Monte Carlo Doualiya), le Huffington Post, Marie Claire, TF1 Events et vox femina. Cette initiative contribue à renforcer la voix des femmes et mettre en valeur leur représentation en tant qu'expertes et professionnelles dans les médias en général, qu'ils soient traditionnels ou digitaux.



Radio coaching with Antoine Cormery and Eve Irvine



TV coaching with Christophe Malbranche



Women in Media corner

Recent studies in France and other countries show that men outnumber women on news and current affairs programs four to one. One recent study, released in September 2014 by the Conseil Supérieur de l'Audiovisuel (French national media Authority) points to a slight increase of women experts on general-interest channels (from 18.9% in 2013 to 20,12% in 2014) and on the radio (from 16.56% in 2013 to 17.73% in 2014). The overall percentage of who women experts and spokespeople remains marginal.

Moreover, the 2010 Global Media Monitoring Project study of the place of women in the news media in 108 countries noted that *"Women are systematically under-represented as experts in the media. 81% of experts and 82% of spokespeople quoted by media are men. Conversely, women represent 19% of experts and 18% of spokespersons consulted on radio, television and by the written press."*

THE WOMEN IN MEDIA INITIATIVE

There is a need for more female voices in our media landscape. Through intensive individual coaching workshops and a series of practical sessions, this initiative aims to give every woman the tools to analyze and raise her media profile as well as practical guidance on possible improvements to her approach to both traditional and digital

media. It is a unique and lasting opportunity to contribute to women's empowerment in the wider world (thus amplifying their impact in their professional environments) and to promote equal participation through media.

WOMEN IN MEDIA'S PROPOSALS AS PART OF THE DISCOVERY PROGRAM

Sessions scheduled within the Discovery Program will address topics such as overcoming stereotypes in the media landscape, with a chance to hear from remarkable women who have done so. A session entitled *"The new media landscape: seize, reinvent it, or die"* will spark a

discussion on the shifting media landscape. And another session will consider authenticity and legitimacy issues of public speaking in both traditional and digital media.

The Women in Media corner will offer support through intensive individual television and radio coaching by teams of top reporters from TF1 Events and Académie France Médias Monde, renowned for both their professional experience and their teaching abilities. Participants will also receive a complete debrief regarding their media training, as well as a handbook of practical tips on how to conduct successfully a media interview. ■



Session in the Women in Media corner

DISCOVERY SESSION

by Deloitte, France Médias Monde, TF1 Events, Le Huffington Post, Marie Claire and voxfemina

Women in Media

OVERCOMING STEREOTYPES

Accelerate! A European project at the crossroads of governance and the media

Speakers

Mary Fitzgerald, Journalist and analyst, and Women's Forum Rising Talents Alumnus

Cristina Gallach, Head, Public Relations, Council of the European Union

Valérie Tandeau de Marsac, President, voxfemina

« If you want to increase your media profile, build your own social media platform. »

Mary Fitzgerald

« For reality to change, the minds of people have to change, and the media play a very important role in that. »

Valérie Tandeau de Marsac

Momentum is building towards improving women's participation in leadership positions and in national and global media, but a concerted effort to accelerate and connect various initiatives is needed to achieve permanent change.

Renforcer la présence des femmes aux postes de direction et au sein des médias nationaux et mondiaux n'a jamais suscité pareil élan auparavant. Toutefois, des efforts communs sont indispensables pour accélérer et connecter les différentes initiatives afin de pérenniser ces changements.

Initiatives that offer media organizations databases of specialists willing to talk on air, such as Women On Air in Ireland, have provided the answer to male-dominated media management's excuse that there are no women experts, said Mary Fitzgerald. Acknowledging that media training was an important part in giving women experts the confidence to appear on air, she added that even though the initiative was rippling through to the UK, it needed to be a pan-European collaboration. Efforts to increase the number of women experts speaking on national media are increasing globally, said Valérie Tandeau de Marsac, whose organization voxfemina promotes a database of women experts in France. Similar projects are to be found in the US, such as the Women's Media Center's Shesource database. "Now is the moment to accelerate and co-ordinate," she stressed.

WOMEN UNDER-REPRESENTED IN MANAGEMENT

The SOFIA Foundation's EU-funded project Accelerate! is co-ordinating efforts in seven EU countries to increase the number of women in economic, political and social leadership positions, said Cristina Gallach. In the EU in 2010, 68% of journalism graduates were women, she noted, yet only 30% of media middle management roles are filled by women. At senior management level this falls to below 20%. The imbalance in the number of men and women in managerial positions is a global problem, she added.



Cristina Gallach, Mary Fitzgerald, Valérie Tandeau de Marsac

The presence of women in senior management positions in the media does not necessarily translate into having more women in prominent positions on air, said Mary Fitzgerald. "We need a sea-change, from top to bottom, and bottom to top."

Participant May Chidiac noted that in the Lebanon, in cases where media businesses are family-run enterprises, women were able to inherit controlling positions.

Stereotypes regarding women as reporters are being debunked. "Women are reporting in areas that were seen as male-dominated, such as conflict reporting," said Mary Fitzgerald, a trend that could be traced back to the war in Bosnia in the 1990s. There has been a big change too in the Arab media, with many women now reporting from Iraq, Syria and Gaza, she said. May Chidiac introduced a note of caution, saying that women faced additional fears such as rape when reporting from conflict zones. ■

« In Lebanon, the future will see more women in journalism. Women are proving themselves more and more. »

May Chidiac

KEY FIGURES

- 68% of journalism graduates in the EU in 2010 were women.
- 30% of media middle managers are women.
- 82% of experts appearing in the media globally in 2010 were men (source: Global Media Monitoring Program, www.whomakesthenews.org)

The New Media – seize it, reinvent it, or die

Speakers

Florence Kponou, Manager, Deloitte Digital

Anne Pican, Digital Publisher, Culture, Lifestyle and Entertainment, Groupe Figaro

Lauren Provost, Social media, Traffic and Trends Editor, Le Huffington Post

« As media companies we have to ensure that we are providing the right products. It's not just about data. It's about what consumers are willing to pay for. »

Florence Kponou

« Spotting the trends is becoming a very important part of our job. »

Lauren Provost



Lauren Provost, Florence Kponou, Anne Pican

Increasingly, new trends in digital media pose a major challenge. For Florence Kponou, “consumers are becoming more demanding with regard to when, where and how they obtain information.” Today, we hear a great deal about ‘data,’ but what is data? For media companies, it is about getting to know the user better in a highly competitive world. Everyone wants to be part of the game and to have media value. To achieve this, companies need to determine whether they have an effective business model, and the right strategy with products and services and talent.

Les nouvelles tendances en matière de médias numériques représentent de plus en plus un défi d'envergure. D'après Florence Kponou, « les consommateurs sont de plus en plus exigeants quant au moment, au lieu et à la façon dont ils obtiennent des informations. » Aujourd'hui, nous entendons beaucoup parler des « données », mais de quoi s'agit-il ? Pour les entreprises du secteur des médias, les données permettent de mieux connaître l'utilisateur dans un monde extrêmement compétitif. Chacun souhaite faire partie du jeu et bénéficier de la valeur ajoutée des médias. Mais pour ce faire, les entreprises doivent déterminer si elles appliquent un modèle commercial efficace et la bonne stratégie associant produits, services et talent.

« We feel that if we have good news with quality reporting and insight, people will be willing to pay for it. »

Anne Pican

Anne Pican noted that the newspaper *Le Figaro* has changed more in the past five years than in the last two centuries. Print and digital journalists now share the same space. “This is important for bringing about change,” she said. *Le Figaro* also has launched new sections, including *Figaro TV*, which enables journalists to obtain more exposure by sharing their opinions.

STAYING ON TOP OF TRENDS

“It is a matter of constantly evolving, even for a young media such as us,” maintained Lauren Provost. Journalists, who now only do 20% reporting in the field except for big events, are expected to do both writing and video. *Le Huffington Post* also has two video editors promoting live debates. Journalists are not only expected to post content, but to keep track of trends, exploring what people are following today as opposed to yesterday. It remains unclear as to whether digital media are making money, and whether this is having an effect on content quality. For *Le Figaro*, 30% of revenue comes from digital advertising. Its premium paid service

only has 40,000 subscribers, but hopes to attract more. It is also seeking to expand its services, such as selling event tickets. “For us, brand is important,” said Anne Pican. “Our objective is to offer the most relevant content. The second objective is to develop e-commerce subsidiaries.” *Le Huffington Post*'s income primarily comes from advertising. Several participants raised the question of quality reporting, and whether digital media are providing the insight and context that readers need to help them make more informed business decisions or to gain a better general understanding. The response remained open. ■

KEY FIGURES

- In 2013-14, French newspapers sold **3.7 billion** copies, **3%** less than in the previous year.
- **4 million** people in France read newspapers via apps.
- *Le Figaro*'s website receives **10 million** visitors each month.
- *Le Figaro* sells more than **1 million** theater and concert tickets a year as part of its online product service.

DISCOVERY SESSION

by Deloitte, France Médias Monde, TF1 Events, Le Huffington Post, Marie Claire and voxfemina

Women in Media

OVERCOMING STEREOTYPES

They fight against stereotypes

Moderator

Poorna Bell, Executive Editor and Global Lifestyle Head, the Huffington Post UK

Speakers

Françoise Champey-Huston, Deputy Director, English Channel, France 24

May Chidiac, Founder and CEO, May Chidiac Foundation

Kristen Davis, IT Director, International NY Times

Donata Hopfen, CEO, Bild Group, Axel Springer

Manon Querouil-Brunel, Reporter, Marie-Claire

The media – management, editorial and IT – is overwhelmingly male-dominated, and the way in which women are portrayed in the media is inextricably linked to the number of women working in the business. To change stereotypes, women must understand the culture in which they live and work – and use that knowledge to their advantage and to change the mindset. Young women are now coming up for jobs in digital media, and are also breaking into previously male-dominated areas such as war-zone journalism. In Muslim countries women reporters have an advantage, noted Manon Querouil-Brunel, because they can talk to women – male reporters cannot cover many stories.

Les médias – gestion, journalisme et technologie informatique – sont un secteur largement dominé par la gent masculine. La manière dont les femmes sont représentées dans les médias est étroitement liée au nombre de femmes travaillant dans ce domaine. Pour parvenir à effacer ces stéréotypes, les femmes doivent comprendre la culture au sein de laquelle elles vivent et travaillent, mais aussi utiliser ces connaissances à leur avantage pour changer les mentalités. Les jeunes femmes cherchent aujourd'hui à décrocher des postes dans le secteur des médias numériques et investissent de surcroît des secteurs autrefois dominés par les hommes tels que le journalisme en zone de conflit. Dans les pays musulmans, les femmes reporters bénéficient d'un avantage considérable, a expliqué Manon Querouil-Brunel, car elles peuvent s'adresser avec d'autres femmes, contrairement à leurs confrères masculins, qui ne peuvent ainsi couvrir que très peu d'événements.



Donata Hopfen, May Chidiac, Françoise Champey-Huston, Manon Querouil-Brunel, Kristen Davis, Poorna Bell

Having women in key media roles has a dramatic effect. “It makes a huge difference to what we cover, how we cover it, and who we promote,” acknowledged Françoise Champey-Huston. The voice of women as storytellers should be heard. “It was very important for me to be on air and to speak as a woman, not only as a journalist,” said May Chidiac, who despite suffering severe injuries in a 2005 assassination attempt, returned to her television anchor role in Lebanon.

Childcare problems can hinder careers. Childcare is not the responsibility of the company, but organizations can help by allowing flexibility, be it working from home or having flexible hours. Ultimately it is up to the parents to organize their childcare. “Flexibility and

organization in both men and women is key to helping bring women up through the organization,” said Kristen Davis.

Mentoring is an important tool in bringing on the next generation of women in the workplace. Having male mentors opened their eyes to the problems that women faced. Although it is important to help the next generation of women to progress, “the biggest challenge is to get men to support equal rights and chances for women,” said Donata Hopfen. ■

KEY FIGURES

■ **78%** of front-page articles in UK media are written by men. Of those articles, **84%** of the people quoted or featured are men (source: Women In Journalism UK).

« We need to promote the young women who work for us. We need to learn how to listen to them. If women decide what we cover it makes a huge difference globally. »

Françoise Champey-Huston

« I have no problem playing the dumb blonde to get a story. »

Manon Querouil-Brunel

Who am I to talk to the media?

Moderator

Claire Deguerry, Partner Transaction Services, Deloitte Finance, and Co-Founder, voxfemina

Speakers

Brigitte Grésy, Member, Conseil supérieur de l'égalité professionnelle entre les femmes et les hommes

Françoise Laborde, Member, Conseil supérieur de l'audiovisuel

« I am very lucky that I began my career in journalism with some wonderful women who helped and encouraged me, but all that is disappearing. We are regressing. We must mobilize and fight against it. »

Françoise Laborde



Françoise Laborde, Claire Deguerry, Brigitte Grésy

According to the CSA, France's broadcasting authority, women represent only 20% of the experts on TV and 17% on the radio. The CSA is calling on TV and radio executives to make sure that at least 30% of speakers on their stations are women. "It may not sound like much, yet we are still very far off. This is unacceptable, and we need to mobilize and fight against it," explained Françoise Laborde.

Selon le CSA, l'autorité française de radiotélédiffusion, les femmes ne représentent que 20 % des experts à la télévision, et seulement 17 % à la radio. Le CSA demande aux dirigeants du monde du petit écran et de la radio de veiller à ce que les femmes représentent au moins 30 % des intervenants sur leurs antennes. « Cela peut sembler peu, mais nous sommes pourtant bien loin de notre objectif. Cette réalité est tout à fait inacceptable, et nous devons nous mobiliser et lutter contre cette discrimination », a expliqué Françoise Laborde.

The speakers discussed some of the key differences in the ways women and men approach requests for interviews. For example, women have a tendency to self-censor and to wait to get their bosses' permission before they agree to give an interview, "something men never do," noted Brigitte Grésy. She suggested that women need to be willing to accept that they may not know everything, to not be afraid to make mistakes, and to take every opportunity to speak on the air.

Panelists agreed that a lack of role models and of women executives in broadcast media are not helping women gain equal representation on the air. Brigitte Grésy cited the private sector as an example of a domain where concrete objectives have allowed women to progress. In media as well, "targets are absolutely necessary," Brigitte Grésy said.

FOCUS ON THE MESSAGE, NOT YOUR APPEARANCE

Both speakers stressed the importance of focusing on the message instead of on one's

appearance. "We start to be good on TV from the moment we forget how we look. We need to take very seriously what we want to say and learn how to be persuasive," said Brigitte Grésy. "We have to be at peace with ourselves and the image we project onscreen," agreed Françoise Laborde. Practice and preparation are vital for successful on-air interviews.

Social media allows women's voices to be heard from a grassroots level. However, "for women to be heard in media, we need to focus on traditional mass media," said Françoise Laborde. ■

« Stereotypes driven by traditional media do not create inequalities but reinforce them by making them seem more natural, more legitimate. »

Brigitte Grésy

KEY FIGURES

- 20% of experts who appear on French television are women. Of experts on the radio, 17% are women.
- The CSA are calling on French TV and radio executives to make sure at least 30% of speakers on their stations are women.

DISCOVERY SESSION

by Deloitte, France Médias Monde, TF1 Events, Le Huffington Post, Marie Claire and voxfemina

Women in Media

OVERCOMING STEREOTYPES

Ten tips for a great radio interview

Facilitators

Antoine Cormery, Director Académie France Médias Monde (RFI-France 24-Monte-Carlo Doualiya)

Eve Irvine, International Reporter, France 24

« Many a politician or company director has been trapped by saying something with the mike still on. »

Antoine Cormery

« If you sound friendly, people will listen better. »

Eve Irvine

Radio can raise your media profile, but it is important to know how to do an interview well. Here are ten tips to help you prepare, but also conduct an interview in a manner that presents you in the best possible light.

Si la radio peut vous permettre d'accroître votre visibilité médiatique, il est essentiel de connaître les secrets d'une interview réussie. Voici dix conseils qui vous aideront non seulement à vous préparer, mais également à réaliser une interview qui vous permettra de vous montrer sous votre meilleur jour.



Antoine Cormery, Eve Irvine

PREPARATION

1. Language. Speak in a 'public voice' that everyone can understand.

2. Focus. Interviews may be short so decide what you want to say. Stick to one main message. Your goal is for people to come away with one clear, concise thought.

3. Details. Decide the points or anecdotes you may wish to use. This can help listeners better grasp your message. They need to relate to you.

4. Visualize. Create a mental picture of what you want to say to help listeners visualize.

3. Numbers. Don't overwhelm listeners with statistics. A good figure can speak volumes, but say 'more than half' rather than 56%. Ensure that your figures are correct.

4. Notes. Use bullet points, but do not read, except to quote. Listeners will turn off. Think of possible questions. You need to come across as knowledgeable. Stay spontaneous.

5. Newsworthiness. Check the news beforehand. The interviewer may ask about Ebola, border controls or the situation in Iraq. See what your competitors are saying.

6. Look. Many stations have video. So you might end up on the TV news. Do not wear noisy bracelets or knock the table with a pen. Avoid anything that may distract. Doing interviews requires a bit of acting, so get into mode.

7. Logistics. Turn up on time. Get to know your surroundings. It may take time to park, so do not arrive stressed or breathless. Relax.

THE INTERVIEW

8. Composure. Take a deep breath. Make sure your voice is lower. Speak calmly but be engaging. Smile. Don't touch the microphone but feel free to gesture. It gives energy to your voice. It places listeners into a more sympathetic mood. Lean forward.

9. Questions: Listen to what is asked, but take your time. If you don't like something, then correct it politely. Maybe even end with an upbeat joke.

10. After the interview

Be careful that you are still not being recorded. Do not say anything embarrassing you might regret. ■

In trust we trust

Moderator

Andrew Hill, Associate Editor and Management Editor, FT

Speakers

Clara Gaymard, CEO and President, General Electric France

Anne Lauvergeon, Chairman and CEO, ALP, and Head of the 2030 French Innovation Committee

Morgwn Rimel, Executive Director, School for Life

Malene Rydahl, Director of Corporate Communications EAME, Hyatt

« Trust is not something we ask for but something we give. A firm cannot ask its employees to have trust; first it must trust its employees. »

Clara Gaymard



Clara Gaymard, Anne Lauvergeon

« Turning one's vulnerability into a strength begins with recognizing one's own defense mechanisms. »

Morgwn Rimel

All four business leaders on the panel agreed that trust is an essential component of business operations. Organizations run on trust, or not at all. Nonetheless, all noted there is much to be done in developing trust and confidence within business organizations. Developing methods for evaluating trust within companies is important, but ultimately generating and evaluating trust is not a matter of process but rather of qualitative measures.

Les quatre dirigeantes d'entreprise du panel se sont accordées à dire que la confiance est une composante essentielle des activités d'une société. Les organisations sont soit fondées sur la confiance, soit pas du tout. Néanmoins, elles ont souligné qu'il reste beaucoup de chemin à parcourir afin de susciter la confiance au sein des entreprises. Si l'élaboration de méthodes d'évaluation de la confiance dans les sociétés est importante, instaurer et évaluer la confiance n'est pas une question de processus, mais plutôt de mesures qualitatives.

DEVELOPING TRUST

Increasing the role of trust in business will require increased emphasis on key facets of business operations:

- Businesses should practice transparency, openness and truthfulness.
- The dialogue between levels within firms needs to be reorganized.
- Dialogue can be established between opposing players, creating conditions of trust.
- Attention needs to be paid to the emotional aspects of change.

Seen this way, human beings and their emotions become the starting point. "We do not work for corporations, we work for human beings," said Malene Rydahl. "We trust human beings." Trust is first a matter first of trusting oneself, of having self-confidence, which in turn springs from self-esteem.

The best kind of self-worth is not based on comparing oneself to inferiors but rather on an accurate self-assessment, faults and all. Those who bring to the workplace a sense of their fallibility are ready to accept others because they accept themselves and recognize their own – and others' – vulnerability. The 'corporate athlete' model, based on performance only, should be de-valued. The key factor in a trusting workplace environment, where people are not held back by their fear of falling short, is solidarity, which is both a cause and an effect of trust.

Finally, developing self-confident and trusting human beings is a matter of education. The French system serves for some as an example of how too much emphasis on getting

everything right creates a fear of trying something new because it might fail. The Danish educational system, by contrast, illustrates the value of building pupils' confidence in their abilities; separate studies show that the Danish are among Europe's happiest people, and also the most able to trust. ■



Morgwn Rimel, Malene Rydahl

« Trust and confidence are the fuel of every organization. »

Anne Lauvergeon

KEY FIGURES

- When 'trust' was added to the list of challenges on the 2014 Conference Board Challenge survey, CEOs ranked it **15th out of 15** among the challenges they faced.
- **59%** of women managers in the French financial industry do not trust their firms to offer them promising careers.
- In Denmark, **78%** of those surveyed trust their national government. The EU average is **25%**.

by Mazars

Welcome to the Women's Planet: Three generations of women on the global evolution of gender equality

Moderator

Muriel de Saint Sauveur, Group Diversity Director, Mazars

Speakers

Hissah Saad Abdullah Al-Sabah, President, Council of Arab Businesswomen

Pilar Castillo, Partner Mexico, Mazars

Nadia Mensah Acogny, Co-Founder and Managing Partner, Acosphere Ltd

Xu Ge Fei, Founder, Editions Fei

« The main problem that women face in business is access to funds. »

Nadia Mensah Acogny

« In Kuwait we broke the barrier. We find women in investment banking. »

Hissah Saad Abdullah Al-Sabah

« According to the law we are all equal in China, but the way we live our lives is not equal. »

Xu Ge Fei

Feminism is alive and well, but how you define it depends largely on which generation you identify with. When Mazars, an audit and advisory services firm that employs 14,000 people around the world, surveyed 2,382 women in 108 countries they found surprising generational differences. However, certain themes were universal: the readiness of women to cooperate with other women, and the importance placed on independence and respect.

Si le féminisme ne s'est jamais si bien porté, sa définition dépend néanmoins fortement de la génération à laquelle nous nous identifions. Les résultats d'une enquête menée auprès de 2 382 femmes résidant dans 108 pays par Mazars, un cabinet de services d'audit et de conseils employant 14 000 personnes dans le monde, ont mis en lumière d'étonnantes différences générationnelles. Certains thèmes demeurent toutefois universels, à l'instar de la solidarité féminine ou encore de l'importance accordée à l'indépendance et au respect.



Pilar Castillo, Xu Ge Fei, Hissah Saad Abdullah Al-Sabah, Nadia Mensah Acogny, Muriel de Saint Sauveur

DIFFERENT VIEWPOINTS

The survey classed women born between 1945 and 1960 as 'Generation W.' Those born from 1961 to 1980 were labeled 'Generation X' and from 1981 to 1995 'Generation Y.' The responses varied depending on the generation and geographic location. Women belonging to Generation W tended to see feminism in terms of a battle fought for equal rights. Generation X had expected the fight to be over and was disillusioned to find that it was not. For them, feminism turned into a social movement. Generation Y tended to favor multiple definitions. In Europe, feminism was still seen as a movement, while the US, which received the highest rating for gender equality, increasingly looks at feminism as a philosophy for life. The survey indicated that feminism is definitely back in fashion, but with some interesting differences from the past. At least 79% of the women who responded said that they had freely chosen their own career, and 76% said they believed it was possible to have both a career and a personal life, although 63% saw pregnancy as a career obstacle. Just over half said they had already experienced discrimination.

COMPLICATED RESPONSES

Most women expressed a primary wish to share with their partners, and after that expressed a readiness to share in their workplace. Family came fourth on the list of priorities. When women were asked to highlight the most important qualities that they wanted in life, freedom and respect topped the list. Ambition was at the bottom of the list. In some areas, discrimination presented itself in subtle forms. For instance, Nadia Mensah Acogny noted that women in Burkina Faso currently enjoy more or less equal status on the job market, but are held back in business by the difficulty in obtaining financing. That may change. When respondents were asked if they expected their daughters' generation to have more freedom and gender equality, 77% said yes. ■

KEY FIGURES

- 79% of the women polled said they had freely chosen their own career.
- 77% said they think the next generation will experience greater gender equality.
- 63% thought becoming pregnant would be an obstacle to their career.

Women adding value to the creativity chain

Facilitator

Isabelle de Ponfilly, Managing Director, Vitra France, President of the Board, Ecole Nationale Supérieure des Arts Décoratifs, and President of the Board, ISTE C

Speakers

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

Sylvie Ebel, Executive Director, Institut Français de la Mode

Karine Guldemann, Director, Elle Foundation

« I want [my students] not only to be architects but to use their degrees in architecture to be designers and other things. »

Odile Decq

KEY FIGURES

- Women account for **65%** of the sales made by the fashion industry.
- In fashion schools, young women make up **70%** of the student body.
- In the fashion industry, **70%** of employees are women.
- **More than 50%** architecture students in western countries are women.
- Women account for about **40%** of students who graduate from architecture schools in western countries.
- Women account for less than **26%** of people who get their architecture licenses in western countries.

Creative industries might seem more open to women than most other sectors, but often the image is different from the reality. For example, many of the iconic names in fashion are women: Elsa Schiaparelli, Alix Grès, and Coco Chanel. “But this gives a distorted view,” said Sylvie Ebel. The website businessoffashion.com publishes a list of the 500 most influential people in the industry. Among high-level executives, there are four times more men than women. For designers, there are twice as many men. People listed as ‘creatives’ (photographers, etc.) are predominately men. Only when you get to models, media and ‘catalysts’ do women outnumber men. And this is a realm where a huge majority of customers, fashion-school students, and industry employees are women.

Si les industries créatives peuvent sembler plus ouvertes aux femmes que d'autres secteurs, cette image est bien souvent loin de la réalité. Par exemple, bon nombre des noms emblématiques de l'univers de la mode font référence à des femmes, à l'instar d'Elsa Schiaparelli, d'Alix Grès ou encore de Coco Chanel. « Il s'agit toutefois d'une vision déformée de la réalité », explique Sylvie Ebel. Le site Internet businessoffashion.com publie une liste des 500 personnes les plus influentes de l'industrie. Parmi les hauts dirigeants, on compte quatre fois plus d'hommes que de femmes. Chez les créateurs, les hommes sont deux fois plus nombreux que les femmes. Les individus classés dans la catégorie « créatifs » (photographes, etc.) sont majoritairement des hommes. Ce n'est que dans les catégories spécifiques aux mannequins, aux médias et aux « catalyseurs » que les femmes sont mieux représentées que les hommes. En effet, une grande majorité des clients, des étudiants en écoles de mode et des employés de l'industrie appartiennent à la gent féminine.



Isabelle de Ponfilly



Karine Guldemann



Odile Decq



Sylvie Ebel

ARCHITECTURE: GOOD GIRLS DON'T

Odile Decq told the story of her decision to study architecture. Her father said it was not a woman's job. He introduced her to a friend who was an architect. The friend said that “it might be good for girls to go into architecture because they are more pragmatic and would be good at designing kitchens,” she recalled. Today in western countries more than half of the students in architecture schools are women but they account for only 40% of graduates and 26% of those who earn their licenses. Odile Decq has established her own school in Lyon, France, where more than 50% of the students are women.

Like many fellow women architects, Odile Decq tends to work from the inside out. “I start from the way you experience the space from the inside, from the way you use it, and not with the external form and shape,” she said. “The form is a consequence.” Men will often start with a more spectacular external design.

AFGHANISTAN: SCHOOL DAYS

Karine Guldemann talked about the work of Afghanistan Libre, a non-governmental organization that strives to ensure that more girls attend school in that country. To further that effort, the group publishes a magazine that focuses on fashion, poetry, health and education.

A world free from female genital cutting

Moderator

Nina Gardner, Founder and Director, Strategy International, Adjunct Professor Johns Hopkins, SAIS, and Member of the Women's Forum Program Committee

Speakers

Julia Lalla-Maharajh, Founder and CEO, Orchid Project

Naana Otoo-Oyortey, Executive Director, Forward



Julia Lalla-Maharajh, Nina Gardner, Naana Otoo-Oyortey

The scale and impact of female genital mutilation or cutting (FGM/C), the forced partial or full removal of a girl's genitals, remains massive even if significant progress has been made to halt it. At least three million girls, most under the age of five, are still being cut every year. The injury is often sewn back only to be re-opened for sexual intercourse or childbirth, leaving women in pain with severe psychological impact. "It is happening both at home and in diaspora communities around the world," said Julia Lalla-Maharajh.

L'ampleur et l'impact de l'excision, ou mutilation génitale féminine (E/MGF), c'est-à-dire l'ablation forcée, partielle ou totale, des organes génitaux d'une jeune fille, demeurent considérables en dépit des immenses progrès réalisés pour éradiquer ce fléau. Pas moins de trois millions de petites filles, le plus souvent âgées de moins de cinq ans, sont encore excisées chaque année. La plaie est souvent recousue dans l'unique but d'être rouverte pour permettre des rapports sexuels ou un accouchement, une source de souffrance physique engendrant de graves conséquences psychologiques pour les femmes. « Cette pratique a lieu à la fois au domicile des jeunes filles et dans des communautés d'émigrés du monde entier, » a expliqué Julia Lalla-Maharajh.

« There is nothing in the Koran to justify female genital mutilation, which even Imams have recognized. So there is no religious justification. »

Emma Bonino

« We can make the case with the private sector by talking in their terms, particularly given the role of women in Africa. Business needs to invest in FGC, but we have to make it easier for companies to engage by 'doing the right thing'. »

Julia Lalla-Maharajh



Naana Otoo-Oyortey

With Nina Gardner emphasizing the need for greater public awareness, it is only over the past decade that momentum has been gained, partly the result of efforts by former Italian Minister of Foreign Affairs Emma Bonino. “Women in Africa realized that we had to take action to ensure that health professionals have an understanding of what is happening, including in Europe,” said Naana Otoo-Oyortey.

CARROT-AND-STICK

Organizations such as Forward and the Orchid Project are pushing both media and politicians to stimulate discussion. “It is important to link this to maternal health, but the problem is that it is different from one country to another. One size does not fit all,” said Naana Otoo-Oyortey. For Julia



Julia Lalla-Maharajh

Lalla-Maharajh, it is also a matter of dealing with partner groups at the grassroots level, governments and the private sector. “We believe that there is hope and opportunity, but we have to focus the world’s eyes on this issue,” she said. “The real revelation is the impact of social norms, such as the brother-in-law pressuring a mother to send her girls to be cut, but we can change this.” According to UNICEF, 80% of communities say that they are prepared to stop the practice.

Ghana used to suffer from a 30% prevalence, but today the rate is only 4%, primarily because the government has outlawed female genital mutilation and cutting. Naana Otoo-Oyortey noted the importance of using “a combination of the carrot and the stick, plus political and social pressure.” ■

KEY FIGURES

- **3 million** girls are at risk every year.
- **125 million** women and girls currently living worldwide under the impact.
- **98%** of women and girls in Somalia are affected by female genital mutilation or cutting.
- **19** African countries have laws in place, but are not necessarily implementing them.
- The UK’s Department for International Development has invested **GBP 35 million** for over the next five years to deal with the problem.

« *The missing link for dealing with this problem is the grassroots.* »

Naana Otoo-Oyortey

« *Not every tradition is good, so we don’t have to go back to our roots for a better society. I want to see leaves and flowers, not roots.* »

Emma Bonino



Nina Gardner

Leveraging the power of markets to achieve philanthropic goals

Moderator

Janet Voûte, Global Head of Public Affairs, Nestlé SA

Speaker

Shari Berenbach, President and CEO, US African Development Foundation



Janet Voûte, Shari Berenbach



Shari Berenbach

How can social enterprises use market-based models to make a social impact? Shari Berenbach, an early pioneer in micro-lending and the development of financial products to fund social initiatives, explained that the lines between public and private have blurred substantially. Today, an exciting “mash-up” blends practices from both sides, as well as new models including crowd-funding and benefit corporations.

Corporations like Nestlé are paying attention to this shift. Janet Voûte pointed out that Shari Berenbach’s work has directly impacted how companies now oversee their investments, focusing on social impact initiatives as well as accountability for them. Janet Voûte added that today’s managers must speak both “languages”: corporate and non-profit.

Comment des entreprises sociales peuvent-elles exploiter des modèles basés sur le marché afin de créer un impact social ? Shari Berenbach, pionnière de la première heure du micro-crédit et du développement de produits financiers destinés à soutenir des initiatives sociales, a expliqué que la frontière entre la sphère publique et la sphère privée s’était nettement estompée. Aujourd’hui, un passionnant « mélange » allie des pratiques originaires de ces deux secteurs, ainsi que de nouveaux modèles, dont le crowd-funding et les entreprises d’intérêt pour la société.

Des groupes tels que Nestlé accordent une grande attention à cette évolution. Janet Voûte a expliqué que les travaux de Shari Berenbach influençaient directement la façon dont les entreprises envisagent aujourd’hui leurs investissements, en se concentrant à la fois sur des initiatives à fort impact social et sur leur responsabilité. Elle a ajouté que les dirigeants d’aujourd’hui se doivent de parler les deux « langues » : le langage d’entreprise et le langage social.



Shari Berenbach

« The poor are not passive beneficiaries but active actors, and if you provide them with the resources they can move themselves out of poverty. »

Shari Berenbach



Janet Voûte

FOR-PROFIT AND SOCIAL

To ensure a healthy evolution, Shari Berenbach explained that the system needs to be revamped to accommodate these changes, which are happening faster than the legal framework in which they operate. Members of the audience agreed, sharing their frustrations with how the laws in their respective countries stymied many social impact initiatives because they do not take into account how the non-profit and profit models are no longer distinct. As one Swiss lawyer from the audience noted, “Even if

our society does not recognize that we can be simultaneously for-profit and social, we know we can.”

Shari Berenbach cautioned members of audience, many of whom were from the private sector, that the public sector has an important role to play. “Not everything can be supported by sustainable enterprises or can be self-sustaining (like health services and daycare),” noted Shari Berenbach. “This is where the public sector can and should play a role. It takes all of us working together to make this impact.” ■

« Today’s managers must speak both ‘languages’: corporate and non-profit. »

Janet Voûte

« Not everything can be supported by sustainable enterprises or can be self-sustaining. This is where the public sector can and should play a role. It takes all of us working together to make this impact. »

Shari Berenbach

KEY FIGURES

- Micro-finance is now a **US\$70 billion** industry that is serving **100 million** people.
- The USADF has a **US\$30 million** budget. It operates in 20 countries, mainly in sub-Saharan Africa, and offers grants of up to **US\$300,000**. The grants are generally given to an entire community or an enterprise that will benefit from them.



Janet Voûte

Sweat, labor, discrimination, dispossession and violence:

How companies can respect human rights where others don't

Moderator

Maria Livanos Cattai, former Secretary General, International Chamber of Commerce, and Member of the Women's Forum Program Committee

Speaker

Caroline Rees, President, Shift



Most large global businesses support human rights and believe they fully integrate the respect of human rights into their day-to-day operations. But how do they know where they really stand? While they have many different metrics to measure their business performance, there is no system to monitor and measure respect for human rights in their activities and across their supply chains.

La plupart des grandes multinationales s'engagent en faveur des droits de l'homme et sont convaincues de les respecter pleinement dans leurs activités quotidiennes. Mais comment peuvent-elles savoir où elles se situent véritablement ? Si de nombreux indicateurs différents sont à la disposition des entreprises pour mesurer leurs performances, il n'existe aucun système permettant de surveiller et d'évaluer le respect des droits de l'homme dans le cadre de leurs activités et dans l'ensemble de leurs chaînes d'approvisionnement.



Maria Livanos Cattai, Caroline Rees

« *Environmental reporting is vastly further along than human rights reporting.* »

Caroline Rees



Caroline Rees

« When we talk about human rights abuses, we always think about risk to people, but there is also a very real risk to businesses. »



« We've got to bring the gender lens to evaluations of human rights risks. It's no good to treat land and water as just technical issues – they have human rights faces to them and we have to bring that lens on top. »

Caroline Rees

Caroline Rees explained that the UN Guiding Principles on Business and Human Rights developed by John Ruggie provide a standard of conduct for companies based on being aware of the risks to human rights associated with a company's activities and its suppliers' conduct. Tracking supplier-related risk is very important and very complex. It may require years to delve into three or four layers of suppliers' practices.

WHAT DRIVES CHANGES?

When the Rana Plaza building collapsed in Bangladesh in April 2013, over 1,100 garment workers were killed and thousands more injured. Does it take such a tragedy for businesses to change? Caroline Rees said that while no "best method" exists, there are effective disincentives because potential violations represent a clear risk to business – for instance, companies risk:

- Harm to reputation
- Loss of business continuity
- Loss of business opportunity

- Disruption to operations (strikes)
- Wasting staff time and motivation for crisis management

When new leadership arrives, or when CEOs are concerned about their legacy, they will often begin to pay attention to human rights. Also, B-to-B pressure is very powerful – for instance, utility companies, which come under consumer pressure, can exert influence on coalmining companies, which are not subject to direct consumer pressure. Buyers should receive human rights training, and management should convey a strong message from the top that procurement practices must be examined.

In some industries, investors may drive companies to ensure respect for human rights, especially in light of the potential cost of "getting it wrong" or of any risk that may cause a company to lose value, such as conflict with communities. Last but not least, long-term predictability should represent a major incentive for all businesses to change their practices. ■



Maria Livanos Cattauri

Thriving during industry disruption

Moderator

Sophie Lambin, Co-Founder and Managing Director, Kite Global Advisors

Speakers

Carey Kolaja, Vice-President, Global Product Solutions, PayPal

Aymar de Lencquesaing, EMEA President, Lenovo



Sophie Lambin, Aymar de Lencquesaing, Carey Kolaja

« No matter what business you are in, there is always someone smarter, who will come up with a new model. »

Aymar de Lencquesaing

How can a company survive and keep growing when confronting accelerated market disruption? The giant electronics firm Lenovo was formed less than ten years ago when IBM sold its laptop business to a Chinese company named Legend. IBM was convinced that the laptop computer had become a commodity and would be subject to thinner profit margins as the business progressed. Lenovo's response was to put the conventional markets on the back burner and focus instead on developing countries that were just beginning to computerize.

Comment une entreprise peut-elle survivre et poursuivre sa croissance lorsque le marché est rapidement perturbé ? Le géant du secteur électronique Lenovo est né il y a moins de dix ans, lorsqu'IBM a vendu son activité dédiée aux ordinateurs portables à Legend, une entreprise chinoise. IBM était alors convaincue que l'ordinateur portable était devenu un produit de grande consommation qui ne permettrait de dégager que des marges bénéficiaires plus faibles à mesure que l'activité continuerait de progresser. Lenovo a pour sa part choisi de mettre les marchés traditionnels au second plan pour se concentrer davantage sur les pays en développement, qui s'ouvraient tout juste à l'informatique.





Sophie Lambin



Aymar de Lencquesaing

« You need to have conviction on strategy. Far too often, particularly when you are a disruptor, people are coming at you from left and right. You have the big players with a lot of capital and you have the smaller players. So conviction to your strategy counts. The distraction is unbelievable. »

Carey Kolaja

EVOLVING MARKETS

When it was called Legend, the company had revenues of around USD 3 billion. Today Lenovo's sales are around US\$50 billion. Faced with rapid growth in a wide range of markets, Lenovo evolved from a Chinese company to a multinational one. At least seven nationalities are represented among the dozen members of the executive committee for its Europe, Middle East and Africa division. Like Lenovo, PayPal also faces a fast-evolving market with competition expected from Apple's Apple Pay and Alibaba's AliPay. Both companies recommend similar strategies for dealing with the new competition:

- Develop a clear, easy-to-understand strategy and then get everyone to commit to it. In Lenovo's case, the strategy could be summed up as "protect and attack." Protect the core business and attack the competition. Everything else is built around that.

- Avoid distraction and maintain focus.
- Develop a corporate culture based on commitment. At Lenovo, culture drives execution. Managers are expected to deliver on their strategic decisions, and not to deviate or make excuses.
- Practice humility and challenge yourself. If you don't, someone else will.
- Think in terms of partnership. No one has all the answers. PayPal builds strategic partnerships that give it access to knowledge about customers and the most effective approach in specific geographic areas.

Everyone agrees that innovation is important but that it requires investment in time, money and people. Most importantly, a company needs to give its executives the space and time to think beyond today and to be prepared for what will happen next. ■



Carey Kolaja

SEEKING SOLUTIONS

Attracting women:
The stereotype problem

Moderator

Sarah Howell, Regional Communications Advisor, Public & Government Affairs, ExxonMobil

Speakers

Carole Gall, Asset Manager, Production, ExxonMobil

Michèle Verschoore, Medical Director, L'Oréal Research & Innovation

« It's not a problem of perception, but about driving a career. »

« Daring to fail is very important. »

Michèle Verschoore

« You can be a great engineer and a great parent at the same time. »

Carole Gall

A lack of communication around careers in Science, Technology, Engineering and Mathematics (STEM), and the lack of opportunities to progress in these careers, are the main obstacles to attracting more women to these fields.

L'absence de communication autour des possibilités de carrière dans les secteurs des sciences, de la technologie, de l'ingénierie et des mathématiques (STEM) ainsi que le manque d'opportunités d'évolution professionnelle découragent les femmes de se tourner vers ces domaines.

Engineering is often wrongly perceived as a career centered on tools, machines, hard hats and gloves. "What I use as an engineer is my brain," said Carole Gall. "An engineer is a person who thinks, creates and innovates." Unlike engineering, the health and medical professions do not have a problem with perception: women make up 47% of French doctors. The obstacle lies in the opportunities to progress in their careers and/or take a leading role in their profession. This may be due to the historical and cultural domination of medicine by men, or to women making choices favoring financial benefits – for example, by pursuing clinical practice rather than research.

OVERCOMING THE OBSTACLES

Attracting women to careers in STEM is necessary because the consequences of population growth, such as the need for energy efficiency and industrial development, will mean that the world needs more engineers. Some 86% of American engineering jobs are currently taken by men, which highlights the need for more women in engineering. In or-

der to attract women to these careers, and to overcome the obstacles presented, the following actions could be taken:

- Women in STEM careers should talk more about their profession to family and friends.
- Academics need to encourage students in their chosen career path.
- Employers should focus on improving gender parity during recruitment.
- The media should do a better job of showcasing role models and achievements in STEM professions, particularly those by women.

Beyond this, women also need to rely on their creativity and not be afraid to take risks, even if it results in failure. "Daring to fail is very important," said Michèle Verschoore. Finally, the balance between career and family is often brought up as an issue for women pursuing careers in STEM. While it is not easy, it is possible, for example, with the help of adapted social healthcare models. "You can be a great engineer and a great parent at the same time," said Carole Gall. ■

« My job is to essentially combine math and science and try to find solutions to problems. »

Carole Gall



Carole Gall, Sarah Howell

KEY FIGURES

- Women make up **47%** of doctors in health and medicine in France.
- Women make up **35%** of healthcare professionals in the French public sector, but only **15-20%** in the private sector.
- **86%** of American engineering jobs are taken by men.
- Women represent **less than 25%** of researchers the health sector in France.

Women in Science: A lifecycle approach to career management

Speaker

Eleanor Tabi Haller-Jorden, President and CEO,
The Paradigm Forum GmbH

« Companies are trying to innovate in the area of talent management to address not only diversity in the workforce but also to ensure that the value proposition of employment is equally shared across generations. »

Eleanor Tabi Haller-Jorden

“We are at the beginning of a very interesting new phase in the workplace,” said Eleanor Tabi Haller-Jorden. Careers used to be seen as a “steady monolithic path,” but this “leaky pipeline metaphor” evolved in the late 1980s to become a “life-cycle metaphor,” she explained. In this life-cycle approach, companies must be much more attentive to the different dynamics of employees’ needs and desires.

« Nous assistons aux prémices d’une nouvelle ère professionnelle qui s’annonce passionnante », a déclaré Eleanor Tabi Haller-Jorden. Par le passé, les carrières étaient considérées comme un « parcours stable et constant », mais cette « métaphore du tuyau percé » est devenue à la fin des années 80 une « métaphore du cycle de vie », poursuit-elle. Dans cette approche, les entreprises doivent se montrer plus attentives aux différentes tendances en matière de besoins et de souhaits de leurs employés.

« We are at the beginning of a very interesting new phase of the workplace. I don’t think anyone has the formula but at least we are asking the right questions (...) so I am a chronic optimist. »

Eleanor Tabi Haller-Jorden

REVISITING RECRUITMENT PROCESSES

Many companies have realized that changes in the workplace have not kept pace with changes in the workforce. This fundamental tension is creating concern for companies as they try to stay ahead of demographic curves, Eleanor Tabi Haller-Jorden said. Companies have realized they need to adopt a more holistic approach to management by taking into consideration elements that used to be out of the corporate scope. They are now trying to innovate in the area of talent management – not only to address diversity in the workforce, but also to ensure that the value proposition of employment is equally shared across generations.

Eleanor Tabi Haller-Jorden discussed examples of companies’ initiatives to become more ‘agile workplaces,’ noting that there is a “growing appetite to experiment.” For instance, some companies are revisiting how to recruit talent by changing their recruitment processes and by putting forward their value proposition to the candidate. Another growing

practice, one that underlines the longer-term view adopted by many companies, is the development of reverse-mentoring programs between senior executives and employees. Eleanor Tabi Haller-Jorden explained that these regular exchanges not only allow strong bonds to be built within companies, but also bring improved understanding of the different dilemmas faced by others. ■



Eleanor Tabi Haller-Jorden

SEEKING SOLUTIONS

Retaining women:

Should I stay or should I go?

Moderator

Radhika Muthukumaran, IMA Region Lead, Diversity and Inclusion, ABB

Speakers

Corinne Jouanny, Managing Director and Co-founder of Altran Pr[i]me, Altran

Antonella Sopranzetti, Public and Government Relation Manager, ExxonMobil

Tanja Vainio, Country Manager, Hungary, ABB

Industrial companies are having difficulty both in recruiting women and in retaining them. “This challenge of retention is not only about how to retain females but also how to retain males. Therefore we should look at this question as how do we retain talents,” said Tanja Vainio. There is a need to look for non-gender solutions, she added, in order to maximize their effect and acceptability.

Si les entreprises industrielles rencontrent des difficultés à recruter des femmes, elles ont également du mal à les retenir. « Le défi que représente la fidélisation concerne tout autant les femmes que leurs homologues masculins. Nous devons donc étudier cette question et mettre au point une méthode permettant de conserver nos talents », a déclaré Tanja Vainio, avant d'ajouter qu'il est indispensable de rechercher des solutions applicables à tous les employés afin d'en optimiser les effets et d'en garantir l'acceptation.



Antonella Sopranzetti, Corinne Jouanny, Tanja Vainio, Radhika Muthukumaran

« We have to turn generations into an advantage for companies. »

Corinne Jouanny

« Give your bosses a chance to give you a chance. »

Tanja Vainio

« Don't give up at the beginning (...) Have passion, be brave because you have to take tough decisions. »

Antonella Sopranzetti

Companies also face a generational issue, with the new generation showing more confidence, less attachment to their company and the clear desire to find a meaning in their career. Companies must address these different challenges in order to attract and retain the best talents. Two key policies which contribute to reaching this goal are 'flexibility in time' and 'flexibility in career path', explained Corinne Jouanny. Flexibility in career path implies offering employees opportunities to take new positions in the company and to have a real say in their career track.

While policies addressing women must be deepened and expanded, "it is really important to engage men in that discussion," noted Antonella Sopranzetti. Careers management is everyone's issue.

The speakers shared their experiences and described how they managed to combine a successful professional and personal life. All pointed out that confidence remained a glass ceiling for women. Women still show a lack of self-esteem and do not feel confident talking to their managers about their needs and expectations.

A catalyst for health and wellbeing

Moderator

Eleanor Tabi Haller-Jorden, President and CEO,
The Paradigm Forum GmbH

Speakers

Christine Schmatz, Vice-President, Global
BioScience Manufacturing, Baxter Healthcare

Ana Margarida Setas-Ferreira, Regional Africa
Advisor for Community and Public Health,
ExxonMobil

« It is vitally important to look at the notion of health and wellbeing not simply through the lens of employees, but also the markets in which we are investing. »

Eleanor Tabi Haller-Jorden

« Don't think you know what people want. Talk to your people and pay attention to what they have to tell you. You may be surprised how much they want to contribute. »

Christine Schmatz

Coming from two very different realities – Austria and Angola – the speakers shared complementary perspectives on promoting the health and wellbeing of the employees of multinational companies.

Originaires d'environnements radicalement opposés – l'Autriche et l'Angola – les intervenantes ont partagé leurs points de vue complémentaires concernant la promotion de la santé et du bien-être des employés de multinationales.

« I feel privileged to be able to help my country and improve the health of communities through my company. »

Ana Margarida Setas-Ferreira

Ana Margarida Setas-Ferreira is a physician working for a large oil company, where her role is to protect the health and wellbeing of employees and contractors. She promotes dialogue with the communities where ExxonMobil operates, engaging with local authorities to help them address public health concerns. Her company takes a multifaceted approach that includes organizing initiatives to combat malaria and providing information to employees' families on a wide range of health topics. It offers a medical benefit plan for employees and dependents. Feedback from employees indicates that the focus on health and safety clearly helps retain talented individuals.

One of the ways Baxter has attracted and retained scientific talent has been to create business resource groups that take into account cultural differences, biases and behaviors. The goal of the resource groups is to promote mutual understanding and unleash the full potential of each individual. The company has focused on women's issues

and trained HR managers on the importance of inclusion and diversity.

CULTURALLY ANCHORED

The meaning of health and wellness is culturally anchored. Baxter queried employees about how the company could help them strike a balance between their private and professional lives; young talent was leaving and Baxter wanted to find out why. It turned out that small measures could greatly facilitate employees' day-to-day lives. The company built a kindergarten. Despite initial skepticism, the project was a resounding success. Baxter also set up fitness and nutrition initiatives for employees who travel often.

The speakers agreed that mobility in a global world is only natural, especially when a company's operations span several continents. They emphasized the importance of promoting global mobility while engaging people locally (including local government) and making this local component part of business success. ■



Eleanor Tabi Haller-Jorden, Christine Schmatz, Ana Margarida Setas-Ferreira

DISCOVERY SESSION

by The Coca-Cola Company, Oak Foundation
and Women Moving Millions

SOCIAL IMPACT enH

PARTNER, EMPOWER,
TRANSFORM

All in For Her: A call to action

Moderator

Lisa Witter, CEO and Chief Optimist, Witter
Ventures

Speakers

Jessica Houssian, Women Moving Millions

Ann Olivarius, Women Moving Millions

« Be collaborative and be
public. It really does work
when women see other
women doing it. It is about
building a movement. »

Jessica Houssian

Research shows that empowering women and girls is key to solving the world's greatest problems from poverty to climate change, yet only 7% of philanthropic grant monies address women and girls specifically. Leaders of Women Moving Millions presented findings from their recent report and discussed how they are harnessing the growing power and potential of women's philanthropy through ALL IN FOR HER.

Des recherches révèlent que l'autonomisation des femmes et des jeunes filles est essentielle pour résoudre les principales problématiques mondiales, à l'instar de la pauvreté ou du changement climatique. Toutefois, 7 % seulement des fonds caritatifs sont destinés spécifiquement aux femmes et aux jeunes filles. Les dirigeantes de la fondation Women Moving Millions ont présenté les résultats de leur récent rapport et ont expliqué de quelle manière elles tirent parti du pouvoir et du potentiel croissants de ces fonds grâce à l'initiative ALL IN FOR HER.

North American women today have the capacity to give an estimated \$230 billion annually, according to a new report by Women Moving Millions. By 2026, it is estimated that women globally will have the capacity to donate \$1 trillion per year. ALL IN FOR HER aims to catalyze more resources for women and girls, asking donors to do the following:

- Give big. Big change requires big resources.
- Be bold. Beyond financial resources, invest time, activate personal networks and ask others to get involved.
- Apply a gender lens. Target philanthropic engagements to focus more on the needs of women and girls.
- Be collaborative. Working with others can lead to a greater impact.

« For years I was
giving money to a variety
of organizations, but it
wasn't until I got involved
with ALL IN FOR HER
that I realized I was a
philanthropist too. »

Ann Olivarius

- Make a commitment.

To date, 210 people worldwide have joined ALL IN FOR HER by making individual gifts of US\$1 million to organizations or programs specifically for women and girls. Beyond financial donations, members are also encouraged to tap into the generosity of their connections by asking men and women they know to contribute. Furthermore, "women need to be public about their gifts," said Ann Olivarius. If they are, others may feel inspired to give generously as well.

Participants took an 'ALL IN FOR HER character quiz' to determine which celebrity activist, such as Oprah Winfrey, Angelina Jolie or Leymah Gbowee, they most closely resembled. When asked to throw out one word that described how they felt or what they would take away from the session, participants shared words like empowered, bold, inspired, collaboration, courage, confidence, networking, sharing, possibilities, fun and happy. ■

KEY FIGURES

- In 2011, only 7% of all philanthropic grant monies addressed women and girls specifically.
- Women in North America currently control **US\$13.2 trillion** of wealth.
- Women accounted for 27% of Global High Net Worth Individuals in 2010, up from 24% in 2008.
- By 2026, women alone could give an estimated **US\$1 trillion** a year, equal to US national security spending.

Partner to empower, empower to transform: The multiplier effect

Moderator

Melanne Vermeer, Executive Director, Institute for Women, Peace, and Security, Georgetown University

Speakers

Charlotte Oades, Global Director, Women's Economic Empowerment, The Coca-Cola Company

Ann Olivarius, Women Moving Millions

Florence Tercier Holst Roness, Director, Issues Affecting Women program, Oak Foundation

« To have a successful business, you need a healthy community. The key to healthy communities is women. »

Charlotte Oades

KEY FIGURES

- Only 7% of philanthropic funding worldwide goes to help girls and women, and half of that is dedicated to breast cancer.
- 77% of household decisions on what to buy are made by women.

Campaigns for women's rights are heavily under-funded, with only a small percentage of the money pledged worldwide to improving the lot of women and girls going to groups working in the area of rights.

Les campagnes dédiées aux droits des femmes souffrent d'un cruel manque de ressources financières. En effet, seul un faible pourcentage de l'argent versé à l'échelle mondiale en faveur de l'amélioration de la condition des femmes et des jeunes filles revient à des groupes œuvrant dans ce domaine.



Ann Olivarius, Charlotte Oades, Florence Tercier Holst Roness, Melanne Vermeer

This is important because the struggle to promote economic equality between men and women needs to be holistic and not focus only on economic issues, said Florence Tercier. It needs to include issues such as freedom from violence, reproductive rights and childcare. Assistance to some 750 rights groups working with women totaled US\$106 million in 2012. This compared to the US\$14.8 billion pledged in 148 corporate initiatives aimed at improving the livelihoods of women and girls worldwide overall. "Clearly women's rights are underfunded. Corporations are investing, but not in the rights sector," she said.

Charlotte Oades described how Coca-Cola aims to help five million women develop as entrepreneurs by 2020. The initiative, known as 5by20, is aimed at crop growers, small retailers, people working in recycling or even artists using recycled items to create jewelry and other objects for sale, anything that relates to Coca-Cola's business. "In order for the program to be successful, it has to be sustainable, which is why it is linked to our business," she said.

ALL BOATS RISE

The program began in four countries in 2011 – Brazil, India, South Africa and the Philippines.

Now it is active in 44 countries and reaches 550,000 people. Partners include many non-governmental organizations (NGOs), along with international groups such as UN Women, the United Nations entity for gender equality and the empowerment of women. In the Philippines it is partnering with the government in a project with the 800,000 so-called 'sari-sari' convenience stores, some 85% of which are run by women. "All the boats rise if you can economically empower women," Charlotte Oades said.

One problem facing such initiatives is how to measure the impact. "Corporations are used to measuring economic outcomes, but not social changes. That requires a different methodology," said Florence Tercier.

Women Moving Millions brings together some 200 women, and some men, who are willing and able to donate USD 1 million to promote equality of opportunities for women and girls. "One of the great things we do is to provide visibility to women giving," said Ann Olivarius. "Our view is that we should stand up and be proud [of what we are doing], because it encourages others to give." ■

« Women generally do not give money. Men do. Women tend to say 'We can't do it.' We are asking them to be bold with giving. »

Ann Olivarius

DISCOVERY SESSION

by The Coca-Cola Company, Oak Foundation
and Women Moving Millions

SOCIAL IMPACT SMITH

PARTNER, EMPOWER,
TRANSFORM

Cola-Cola 5by20: Unleashing the potential of women entrepreneurs

Speaker

Charlotte Oades, Global Director, Women's
Economic Empowerment, The Coca-Cola
Company

« People [at Coca-Cola]
understand that you have
to invest in what makes the
community stronger and
healthier because that is how
businesses thrive, and women
are a crucial part of that. »

« We do not write a check
and leave. This is not check-
book philanthropy. »

Charlotte Oades

Despite its global reach, Coca-Cola is really a local company everywhere it operates, so it is natural for Coca-Cola to seek to strengthen local communities, and empowering local women is crucial to that effort, said Charlotte Oades. “We are people from the local community; we live in the community; we produce in the community.”

Malgré sa présence mondiale, Coca-Cola est une entreprise qui se veut locale dans toutes les régions où elle est implantée. Il est donc tout à fait naturel que la société cherche à soutenir les communautés locales, et favoriser l'autonomisation des femmes autochtones est indispensable dans le cadre de cette démarche, a expliqué Charlotte Oades. « Nous sommes originaires de la communauté locale, nous vivons au sein de la communauté et nous produisons dans cette communauté. »

The 5by20 program was launched three years ago. It aims to assist five million women to become entrepreneurs by 2020. It works with crop growers, small distributors or recyclers in developing countries and helps them build businesses. “Women face common barriers,” Charlotte Oades said. These were lack of access to business training, to finance and to peer networks. “We look to providing one of those or all of those; whatever a woman needs to create a sustainable business.”

The program works with partners, including local non-governmental organizations (NGOs) and big international organizations such as UN Women, the International Development Bank (IDB) and the International Finance Corporation (IFC). The type of businesses helped varies from country to country. In South Africa, for example, it is mainly distribution, whereas in Brazil and the Philippines, it is recycling. In Nigeria, the program is working with the IFC to facilitate loans to women.



Charlotte Oades

RIO SLUM-DWELLER

Charlotte Oades gave the example of a former slum-dweller in Rio de Janeiro who had been gathering litter and turning it into objects and handicrafts to sell. The company sent her on a course in business building, connected her to designers and to a company that created a catalogue to promote her work. Now she has a business that supports 700 families. She has bought a house outside the favela (slum), although she returns there every day to work. The idea for the program grew out of an internal initiative to attract and retain more women in senior positions within Coca-Cola. Once the recommendations were made, the team set up to make them decided to look beyond the company at what could be done to promote the economic advancement of women worldwide.

“We don’t see this as a philanthropy exercise,” Charlotte Oades said. “We think...we can create a truly sustainable business solution, for the women, their families and for our business as well.” Initial research suggests that the company increases its own business in areas where the program is run. ■

« We may be known for
our global brands, but we are
local in all the countries of the
world except for North Korea
and Cuba. »

Charlotte Oades

The business case for women's economic empowerment

Moderator

Lisa Witter, CEO and Chief Optimist, Witter Ventures

Speaker

Florence Tercier Holst Roness, Director, Issues Affecting Women program, Oak Foundation

« It's not philanthropy. Typically when I approach a corporation and they hear 'women' they try to send me to their foundation. I want to talk to them about their entire supply chain. »

Elizabeth A. Vasquez

KEY FIGURES

- 740 women's groups worldwide share US\$105 million from private foundations.
- Corporations invest US\$15 billion in internal programs to empower women.

When Florence Tercier Holst Roness began looking into the funding of women's movements, she found that her own group, The Oak Foundation, was one of only a handful of funders of women's rights, with a hundred projects worldwide and a (non-exclusive) focus on the issue of violence to women. She also noticed that corporations spend a great deal on their own programs to empower women economically, but this has little to do with rights.

Lorsque Florence Tercier Holst Roness a commencé à se pencher sur le financement des mouvements en faveur des femmes, elle a découvert que sa propre organisation, la Fondation Oak, qui pilote une centaine de projets dans le monde et s'intéresse, entre autres, à la question des violences faites aux femmes, comptait parmi les rares organismes de financement au profit des droits des femmes. Elle a en outre constaté que les entreprises dépensaient beaucoup dans le cadre de leurs propres programmes d'autonomisation économique des femmes, mais que ces derniers ne permettaient pas de lutter pour les droits des femmes.



Florence Tercier Holst Roness



Lisa Witter

The dichotomy observed became the basis for a second investigation, this time into how these two spheres – women's rights groups and corporations – relate to each other around their shared theme of empowering women economically. Conducting this investigation, Lisa Witter found first of all – unsurprisingly – that the two groups do not really know each other.

THE LANGUAGE BARRIER

Women's organizations tend to focus on empowering groups while corporations seek to empower individuals. Women's groups talk about problems, and corporations emphasize solutions. Accordingly women's groups note troublesome trends while corporations see things as getting better. Florence Tercier Holst Roness noted that women's groups focus

on rights, whereas corporations steer clear of rights as a topic and, more generally, any political dimensions. This creates a vocabulary gap; the two spheres do not use the same language. The achievements of women's groups are often ones of raising visibility on issues such as violence to women. Women's groups worry about corporate sponsorship, not wanting to be taken as philanthropies. The Oak Foundation favors creating platforms to bring various actors together in dialogue. Another way to bridge the gap is to emphasize assessment, which is easier said than done; most initiatives are recent, and there is no consensus on what are the measurements of successful programs. The Foundation's response has been to launch an integrated approach, with some successes in Brazil, where employers have been encouraged to look at all the issues women face outside the workplace, and in Mexico where women's groups and banks have been brought together in successful collaboration for the economic empowerment of women. In these programs, both sides have benefited. ■

« Find the women's fund near you. »

Lisa Witter

Abe's womenomics: Why it's needed and not just in Japan

Moderator

Marina Niforos, President and CEO, Logos Global Advisors

Speakers

Marie-Françoise Damesin, Executive Vice-President, Human Resources, Renault-Nissan Alliance

Marwan Lahoud, Chief Strategy and Marketing Officer, Airbus Group

Kaori Sasaki, Founder and CEO, ewoman, Inc., and Founder and CEO, UNICUL International Inc.



In Japan, Prime Minister Shinzo Abe's government is taking steps to increase the participation of women in business, but the audience heard that there is still reluctance among the aging, male-dominated leadership to implement these proposals.

Au Japon, le gouvernement du premier ministre Shinzo Abe prend actuellement des mesures visant à accroître la présence des femmes dans le monde des affaires. Le public a toutefois pu constater qu'il existe toujours une certaine réticence de la part de la classe dirigeante vieillissante et majoritairement masculine face à ces propositions.



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for the full video
of the session

« You need to have targets – what you cannot measure you cannot manage. »

Marwan Lahoud

« Not using highly educated women is a waste of a resource. »

Kaori Sasaki

« Half of the population is female, so half of Airbus employees should be female. »

Marwan Lahoud

KEY FIGURES

- The Japanese government has a **30%** target for women in management positions by 2020.
- **7%** of management positions are held by women at Nissan in Japan. This number has quadrupled in 10 years. In other industries, the number of women in management positions is 1%.
- **90%** of women and **50%** of men in Japan would prefer their car salesperson to be a woman.
- Japan ranks **105th** out of 136 countries in the 2013 WEF Gender Gap Report.
- **9%** of senior positions in business are held by women. At board level, the figure drops to **2%**, and at CEO level it is **1%**.



Marwan Lahoud



Kaori Sasaki



Marina Niforos

Despite the 1986 Equal Opportunity Law in Japan, highly educated women are not being used, said Kaori Sasaki. “It is a waste of a resource,” she said. Prime Minister Abe’s target of 30% of management positions to be filled by women by 2020 is deemed to be too ambitious by CEOs. Common excuses are that the percentage is industry-dependent, or it is hard to find suitable candidates, or change should occur naturally, explained Kaori Sasaki. “The most important thing is that the top leadership keeps saying that this issue is very important for economic growth,” she said.

It is in the interest of business to have more women in influential positions, said Marie-Françoise Damesin. Why would a woman in Korea want to purchase a car designed by a man in Spain? “We need to reflect what the customers want,” she said. Businesses can benefit from the innovations that women make. Employees also need to feel they have the same opportunities within the company. Numbers can be increased by having measurable objectives that are revised annually, she said.

STEREOTYPES – THE DISEASE OF DEVELOPED COUNTRIES

Recruitment and education also requires attention. “There are fantastic opportunities for women in the auto industry, and we need



Marie-Françoise Damesin

to get the message across that these jobs are not defined by gender,” said Marie-Françoise Damesin.

Girls should be taught that they have a future in science and technology, she urged. Marwan Lahoud agreed, adding that in developed countries very few women graduate in these subjects. “This stereotype is the disease of the developed world,” he said.

It is also necessary to promote women in qualified jobs. It is not complicated to do: it just requires that you ensure that at least one candidate for every job is a woman, Marwan Lahoud explained. “You need to have targets – what you cannot measure, you cannot manage,” he said. Targets may appear unambitious, but if they are achieved it provides a role model for others and a platform for reaching the ultimate goal of a 50-50 balance in all positions, including leadership. “Leaders need to be convinced that we cannot afford to live without half of the planet. Half of the population is female, so half of Airbus employees should be female,” he said.

But women must have more belief in their abilities. Don’t wait until you have 120% of the skills needed to apply for a position, he advised. What is important is having the confidence that you can do the job. “Women

« There are fantastic opportunities for women in the auto industry, and we need to get the message across that these jobs are not defined by gender. »»

Marie-Françoise Damesin

can do any job,” he said, but differences between men and women should not be ignored. “That is where diversity comes from.”

CRITICAL SUCCESS FACTORS AND INDICATORS

Panelists listed the three most important factors required to increase representation of women in companies.

Kaori Sasaki:

- Building networks to support and pressure for change
- Policies to encourage men to take jobs in sectors such as childcare and healthcare traditionally filled by women
- Demanding CEO commitment to promoting more women to board positions

Marie-Françoise Damesin:

- Engage all stakeholders – government, CEOs, HR, management
- Decide on clear objectives and action plans to achieve them
- Engage all women to fight confidently for change

Marwan Lahoud’s indicators of success:

- When equal numbers of men and women routinely attend events like the Women’s Forum
- When the question of women failing is no longer raised
- When steps need to be taken to moderate women from competing

Women's empowerment: Our roadmap for the next ten years

Moderator

Theo Sowa, CEO, the African Women's Development Fund (AWDF), and Member of the Women's Forum Program Committee

Speakers

Jessica Horn, Writer and Senior Advisor, African Institute for Integrated Responses to Violence Against Women and HIV/AIDS, Stephen Lewis Foundation

Loraine Phillips, Director, Logistics and Distribution, EMEAF, ExxonMobil Chemical

Elizabeth A. Vasquez, CEO and co-founder, WEConnect International



Loraine Phillips

KEY FIGURES

- The world's **740** leading women's rights organizations in 140 countries have a combined annual budget of **USD 106 million**.
- Women in the United States control **USD 13 trillion**.
- **One-third** of women globally will experience violence in their lifetimes.



What were the key messages from the Global Meeting, and what actions can people take to further women's rights when they return from Deauville to their homes and offices? Jessica Horn set the stage by outlining three main themes she saw running through the meeting:

- The remark on the first day of the Global Meeting by Ertharin Cousin, Executive Director, World Food Programme, who said that "women eat last": "That regrounds us in the fact that gender inequality still exists," said Jessica Horn.
- The reminders of the history of progress and the success stories, especially those where women credited other women for helping them.
- The power of imagination, notably innovation in the private sector: "We can apply this imagination to solving questions of social and economic inequality."

Quels ont été les principaux messages du Global Meeting, et que peuvent faire les individus, de retour chez eux et au travail après l'événement de Deauville, pour faire avancer les droits des femmes ? Jessica Horn a lancé le débat en présentant les trois thèmes majeurs de la conférence :

- La remarque d'Ertharin Cousin, Directrice exécutive du Programme alimentaire mondial, qui a déclaré lors de la première journée du Global Meeting : « Les femmes sont encore les dernières à manger. » « Ceci nous prouve que des inégalités existent toujours entre les sexes », a commenté Jessica Horn.
- Les rappels des grandes étapes de la progression et des grandes réussites, notamment lorsque des femmes en ont remercié d'autres de leur être venues en aide.
- Le pouvoir de l'imagination, et plus particulièrement de l'innovation au sein du secteur privé : « Nous pouvons tirer parti de cette capacité d'imagination pour lutter contre les inégalités sociales et économiques. »

« I would like to see more men here [at the Women's Forum Global Meeting]. We run the risk of just talking to ourselves. »

Loraine Phillips



Elizabeth A. Vasquez



Jessica Horn

KEY TASKS

The panel identified some key tasks for the coming years:

- Provide greater support, especially financial, to groups working to further women's rights.
- Support young women and the organizations that defend their rights and interests.
- Invest in the fight to oppose violence against women.
- Visit schools to give talks and provide information to girls about career opportunities, especially in areas where women have traditionally not been well represented.
- Begin or step up efforts to mentor women in junior positions.
- Move beyond getting girls into primary education to ensure that more continue on to secondary and higher education; make sure that schools, especially secondary schools, are safe for girls.
- Change the mindset of women, as Elizabeth A. Vasquez suggested: "Not to say that there aren't real problems, but a lot of it is in our own heads. If we want to empower women, we have to assume that women are powerful."

MOVING FORWARD

Regarding how to move forward, Elizabeth A. Vasquez had a piece of advice: get out of your comfort zone. "Someone once said that you can be comfortable or be an agent of change, but you cannot be both," she said. She encouraged participants to "engage individuals and organizations that you don't

« Engage individuals and organizations that you don't usually talk to. Assume that they care, maybe deep down. Listen to their concerns. We still think a lot in terms of 'I' but instead we need to try to be systems change agents. »

« I want to figure out how to put myself out of business. To get to the point where everyone gets the idea that women should have equal access. What's our exit strategy? »

Elizabeth A. Vasquez

usually talk to. Assume that they care, maybe deep down. Listen to their concerns. We still think a lot in terms of 'I' but instead we need to try to be systems-change agents."

Extrapolating from that, Loraine Phillips echoed a call at an earlier session about male participation at the Global Meeting. "I would like to see more men here," she said. "We run the risk of just talking to ourselves. This is not about 50% of the talent. It is about having 100%."

Loraine Phillips also talked about the importance of teamwork. "We need to pull together our core competencies in the different segments for some hands-on sharing," she said. "We should build sustainable structures and sustainable financing, but then we have to work with the community. Solutions should be tailored to specific communities."

Within her lifetime, Elizabeth A. Vasquez said that she would like to put herself "out of business. To get to the point where everyone gets the idea that women should have equal access. What's our exit strategy?" ■

« There are colleagues [working in women's rights groups] who are in deep discomfort. Some have been killed. Some have received death threats. Some hardly even get paid. »

Jessica Horn



Theo Sowa



Flash this code for the full video of the session

MC's and the Forum's last words

MC

Gillian Martin Mehers, Founding Director, Bright Green Learning

Speaker

Véronique Morali, CEO, Webedia, and President, Women's Forum for the Economy and Society

« We have to go on, we have to fight. »

Véronique Morali



Flash this code for the full video of the session



Véronique Morali



Véronique Morali, Gillian Martin Mehers

Véronique Morali is leaving her position as President of the Women's Forum for the Economy and Society.

Véronique Morali quitte son poste de Présidente du Women's Forum for the Economy and Society.

« There is so much more to be achieved. I'm very confident that even though it's step by step, we will be achieving it. »

Véronique Morali

The following is her closing statement at the 2014 Global Meeting:

"What can I say after everything that has been said in the past 10 years? I will not limit myself to what has been said during this Forum, because it would be too limited.

"There are lots of calls for action, lots of calls for hope, lots of calls for 'let's do it!' I can only support this.

"We live in a world of paradox, because we need to be cheerful even though we are very depressed every year by what happens. We talked about Bring Back Our Girls, about the Pakistani woman [Asia Bibi] who is condemned to death.... We need to be focused and driven even though we are distracted by the constraints and the immensity of what we have to achieve every day as women.

"We need to be committed even though we know we have to stay humble, because we cannot assess everything, and we cannot fight for everything.

"I think this [Global Meeting] is part of this world of paradox. It's only a gathering; it's only once a year. I would just like to say that we have to go on, we have to fight. We have to think at the bottom of our hearts that everything we do together is worth it. I think it's worth it.

"Those are my last words. It's a call for you to gather each year at the Women's Forum, because there is so much to be done down the road. We have achieved many things in this Forum, I hope, but listening to all of you, there is so much more to be achieved. I'm very confident that even though it's step by step, we will be achieving it." ■

PROGRAM

Wednesday, 15 October

12:00-14:00

La Villa Le Cercle

Welcome cocktail reception hosted by the Mayor of Deauville

14:30-14:45

Plenagora

Forum welcome

Meet the Master of Ceremonies for the 2014 Global Meeting, Gillian Martin Mehers, and hear from Forum President Véronique Morali and Elizabeth Weymouth, Senior Associate Editor of the Washington Post, on what they hope participants will take away from this anniversary 10th edition.

MC:

Gillian Martin Mehers, Founding Director, Bright Green Learning

Speakers:

Véronique Morali, CEO, Webedia, and President, Women's Forum for the Economy & Society

Elizabeth Weymouth, Senior Associate Editor, the Washington Post

14:45-15:20

Standing together against world hunger

Ertharin Cousin, Executive Director of the World Food Programme, speaks about how she came to be a global leader in efforts to overcome hunger, and how we can also contribute to promoting food security.

Moderator:

Ann Walker Marchant, CEO, the Walker Marchant Group, and Member of the Women's Forum Program Committee

Speaker:

Ertharin Cousin, Executive Director, World Food Programme

15:20-16:00

For justice for all women

Salma Hayek Pinault is an actress, film producer, and activist for justice for all girls and women. In this interview Salma talks about her philanthropic journey, including as a Member of the Board of the Kering Foundation and as one of the co-founders of Chime for Change.

Moderator:

Mariane Pearl, Editor-in-Chief, Chime for Change

Speaker:

Salma Hayek Pinault, Actress, Producer, Co-founder, Chime for Change, and Member of the Kering Foundation's Board of Directors

16:00-16:30 Networking break

16:30-17:15

Pink agora

Why is Iceland the champion of gender diversity?

Women are supposedly more equal to men in Iceland than in anywhere else in the world. Behind the headline, what's the experience and the lessons others might take away?

Moderator:

Monika Queisser, Head of Social Policy Division, OECD

Speakers:

Ragnheiður Elín Árnadóttir, Minister of Industry and Commerce of Iceland

Silvana Koch-Mehrin, Founder, Women in Parliaments Global Forum
Rannveig Rist, General Manager, Rio Tinto Alcan Iceland

16:30-17:15

Purple agora

Taking on gender and ethnic inequities in Mexico

Meet some of the remarkable Mexicans taking the lead to advance women's rights in their country.

Moderator:

Lydia Alpizar, Executive Director, Association of Women in Development

Speakers:

Salma Hayek Pinault, Actress, Producer, Co-founder, Chime for Change, and Member of the Kering Foundation's Board of Directors

Emilienne de León Aulina, Executive Director, International Network of Women's Funds

Rosario Pérez, President and CEO, Pro Mujer International

16:30-17:15

Discovery amphitheater - Mazars

Welcome to the Women's Planet: Three generations of women on the global evolution of gender equality

Mazars is giving voice to women from three generations around the world, to explore achievements on the road to equality. What really changed? How do women perceive gender balance today? How do they assess their role in society at large? The battles and hopes of 2382 women from 108 countries.

Moderator:

Muriel de Saint Sauveur, Group Diversity Director, Mazars

Speakers:

Hissah Saad Abdullah Al-Sabah, President, Council of Arab Businesswomen

Pilar Castillo, Partner Mexico, Mazars

Nadia Mensah Acogny, Co-Founder and Managing Partner, Acosphere Ltd

Xu Gei Fei, CEO and Founder, Les Editions Fei

16:30-17:15

Yellow agora - Lenovo

Corporate culture is about diversity – a key driver for growth

Cultural diversity is key for companies that want to jump from the local to the global. Two exceptional women tell how they united their strengths and skills to shape the profile of Lenovo to become a global leader in the IT industry. Their story is the basis of the recently published book, *The Lenovo Way*.

Moderator:

Catherine Ladousse, Executive Director Communications EMEA, Lenovo and President, Cercle InterElles

Speakers:

Yolanda Conyers, Vice President, Global HR Operations and Chief Diversity Officer, Lenovo Group

Gina Qiao, SVP Human Resources, Lenovo Group

16:30-17:15

Blue agora

In trust we trust

The latest trust barometers show that fewer than one in five respondents in Western societies believes a business or governmental leader will tell the truth when confronted with a difficult issue. Four businesswomen share their diagnosis on this leadership crisis and their recipes for reinstalling trust.

Moderator:

Andrew Hill, Associate Editor and Management Editor, FT

Speakers:

Clara Gaymard, CEO and President, General Electric France

Anne Lauvergeon, Chairman and CEO, ALP, and Head of the 2030 French Innovation Committee

Morgwn Rimel, Executive Director, School for Life

Malene Rydahl, Director of Corporate Communications EAME, Hyatt

16:30-17:15

Theater, Discovery hall

Using a cellphone to check the spread of malaria

Hosted by Orange

An epidemiologist at Harvard School of Public Health, Caroline Buckee is developing ways to use data from simple cell phones to understand the spread of malaria. Her aim? To eradicate the disease.

Host introduction and Moderator:

Emmanuelle Pierga, Head of Communication, Orange Healthcare

Speaker:

Caroline Buckee, Assistant Professor of Epidemiology and Associate Director, Center for Communicable Disease Dynamics, Harvard School of Public Health

16:30-17:15

Engineering hub

Is fairness the key to more equality?

If men and women had the same chances in life, surely they'd be equal? Then why haven't the workplace initiatives of the last 35 years been more successful? How can we create an environment in which women can benefit from equal access?

Moderator:

Radhika Muthukumar, IMA Region Lead, Diversity and Inclusion, ABB

Speakers:

Pia Brantgärde-Linder, Product Group Manager, Sweden, ABB
Amy Lakin, EVP, Supply Chain, Baldor, an ABB company

16:30-17:15

Digital hub

Hackathon on education by Capgemini – kick-off session

What if we are over 1000 participants helping school pupils from deprived areas to return to school? We invite you to contribute through our hackathon to developing education of tomorrow, for a more equitable world.

Facilitator :

Candice Blois, ASE Paris, Capgemini Consulting

Speaker :

Jean-Michel Leclercq, Director of Strategy, CNED

16:30-17:15

Cartier corner

Speed networking with trailblazing entrepreneurs

Networking session with the 2014 Cartier Women's Initiative Awards finalists.

Facilitators:

Raomal Perera, Co-founder, Thousand Seeds and Adjunct Professor, Entrepreneurship Department, INSEAD

Mary Cronin, Co-founder of Thousand Seeds

16:30-17:15

Culture hub

Tomorrow's hospitality – developing facilities that respect their environment

Building large leisure and business hospitality facilities cannot be done anymore without taking care of the environment. Discover innovations that are reconciling design, leisure, comfort, profitability and respect for the environment.

Speakers:

Brigitta Witt, Global Head of Corporate Responsibility, Hyatt

16:30-17:15

Engage the future hub

Improving the economic power of women in developed countries

Women in developed countries have less economic power over their lifetimes than do men (part-time jobs, lower pensions...). Public authorities do not always take into account specific gender issues in their economic and social inclusion policies; it is a similar situation in the corporate world. However this is beginning to change. How can we contribute to improving women's economic power in order to close the gender gap?

Introduction:

Neil Barrett, Group Vice President Sustainable Development, Sodexo

Facilitators:

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

Luc de Brabandere, Fellow and Senior Advisor, The Boston Consulting Group

16:30-17:15

Roche corner

Beyond surviving

There is no real way to describe the shock and fear someone feels when learning that she/he or someone close is affected by cancer. Meet with extraordinary women who are not only surviving cancer, but have found ways to regain, each in their own way, integrity, autonomy and some sense of inclusion.

Moderator:

Laurence Peyraud Bertier, Head of Public Affairs and Communications, Roche France

Speakers:

Vivian Beetle, Advisory Board Chair, UNESCO World Library of Science Project, and Consultant, World YWCA and UNICEF Switzerland, and former Head of Corporate Donations & Philanthropy, Roche
Debra Jarvis, Writer, Hospital Chaplain

16:30-17:15

Women in Media corner

Accelerate! A European project at the crossroads of governance and the media

Learn about an ambitious European project that intends to increase women's participation in corporate governance of SMEs and non-profit organizations as well as to ensure their increasing exposure to the information media.

Speakers:

Mary Fitzgerald, Journalist and analyst, and Women's Forum Rising Talents Alumnus

Cristina Gallach, Head, Public Relations, Council of the European Union

Valérie Tandeau de Marsac, President, voxfemina

16:30-17:15

Nestlé corner

WIN with Gender Balance! Working together to improve gender balance

Find out why and how Nestlé in France implemented an Employee Resource Group, Women In Nestlé (WIN) network, to promote gender balance within the organization.

Speakers:

Florence Frappa, Culinary Business Executive Manager, Nestlé France
Suzanne Manet, Chocolate Business Executive Manager, Nestlé France

17:15-17:30 Room change

17:30-19:00

Plenagora

Women's empowerment: Bearing witness to the changes

Are women more equal to men today than during our mothers' youth? What do we expect for our children? Are the inequities women must face changing (for better or worse) in different parts of the world, and what does this say about women's empowerment?

Moderator:

Su-Mei Thompson, CEO, The Women's Foundation, and Member, The Equal Opportunities Commission

Speakers:

Patricia Barbizet, CEO, Artemis, and Vice-Chairman of the Board of Directors, Kering

Mona Al Marri, Director General, Dubai Government Media Office, and Chairman of the Board of Directors, Dubai Women Establishment

Virginie Morgon, Executive Board Member and Deputy CEO, Eurazeo

Theo Sowa, CEO, the African Women's Development Fund, and Member of the Women's Forum Program Committee

Melanne Verveer, Executive Director, Institute for Women, Peace and Security, Georgetown University

19:00-19:30

No job, no future: The great challenge of youth employment

Moderator:

Linda Douglass, Media professional and communications consultant

Speaker:

Angel Gurría, Secretary General, OECD

20:15-23:00

Dining hall

Women for Change opening dinner

Hosted by Orange and the Women's Forum for the Economy & Society

Featuring:

Christine Albanel, Executive Director in charge of CSR, Diversity, Partnerships and Philanthropy, Orange

Patricia Loison, Journalist, France 3, France Télévisions

Marianne Mairesse, Editor-in-Chief, Marie Claire France

Véronique Morali, CEO, Webedia, and President, Women's Forum for the Economy & Society

Rokia Traoré, Singer and Director, Passerelle Foundation

Thursday, 16 October

08:30-09:30

Plenagora

Learning from new tech pioneers from emerging markets

How technology is playing a transformative role in emerging countries, and what needs to be done to maximize the impact on poverty.

Moderator:

Hans-Paul Bürkner, Chairman, The Boston Consulting Group

Speakers:

Maria Teresa Arnal, Founder and CEO, Clarus Digital

Neesha Bapat, Project Manager, Humin, and former Project Director, *Innovating Women: Past, Present & Future*

Dorcias Muthoni, CEO and Founder, Openworld Ltd, and Women's Forum Rising Talent alumnus

Anil Raj, Co-Founder and CEO, OMC Power

09:30-09:45 Room change

09:45-10:30

Pink agora – Rising talents

When learning leads to daring

Share personal experiences and tips from our amazing Rising Talents.

Hosts:

Virginie Morgon, Executive Board Member and Deputy CEO, Eurazeo

Evelyne Sevin, Partner, Egon Zehnder

Yolanda Serra, Director Business Development EMEA | Open programs, Executive Education

Moderator:

Rahaf Harfoush, Co-founder and CEO, Red Thread Inc.

Speakers:

Kinga Daradics, Country Chairman and CEO, MOL Romania

Petroleum Products SRL

Vinciane Debaille, FNRS Research Associate, Université Libre de Bruxelles

Katelyn Donnelly, Managing Director, Pearson Affordable Learning Fund

Bei Guo, Deputy General Manager and US Director, EIC Group

Alice Lopin, Store Leader, Apple Computer

09:45-10:30

Yellow agora

Social welfare or liberal capitalism – what to do about income inequality?

Many Americans would envy Nordic countries' income distribution curves. Yet the Nordics too are now going through notable spikes in income inequality. Are the underlying causes the same – and what to do about this issue, now so prominent on the public agendas of both social welfare and liberal capitalist states?

Moderator:

Andrew Hill, Associate Editor and Management Editor, FT

Speakers:

Markus Jääntti, Professor of Economics, Swedish Institute for Social Research

Heather C. McGhee, President, Demos

09:45-10:30

Purple agora

Diplomat and woman – rising past the bias

A conversation with Nathalie Loiseau, diplomat and now head of the prestigious Ecole nationale d'administration, about her experiences at the Quai d'Orsay and abroad and how she is encouraging gender equality at ENA.

Moderator:

Virginie Robert, Foreign Desk Editor, Les Echos

Speaker:

Nathalie Loiseau, Director, Ecole nationale d'administration

09:45-10:30

Discovery amphitheater – Engineering hub

Diversity in innovation: Reaching new heights

Globalization naturally inspires companies towards more diversity and greater decentralization – gender balance and culture are key ingredients in this process. How can these factors impact innovation practices across the company? What are the recipes for success?

Moderator:

Christine-Anne Chevy, Senior Manager Research & Development, and Chairman, Women & Men in Business Network, Airbus Helicopters

Speakers:

Corinne Jouanny, Managing Director and Co-founder, Altran Pr[j]me, Altran

Fabienne Lacorre, Senior VP Engineering, Snecma, Safran Group

Marie-Hélène Therre, Founder and CEO, Therre Consultance

Laurie Tolson, EVP, Global Research and Development, Ventyx, an ABB Company

09:45-10:30

Culture hub

The bus shelter of tomorrow

(session in French)

Passionate about urban life, the designer Marc Aurel tells how he sees tomorrow's bus shelters and their contribution to users' well-being using the example of the new Paris shelters.

Speaker:

Marc Aurel, Urban designer

09:45-10:30

Blue agora

Mexico innovates: Meet the new entrepreneurs

Hosted by ABB

A conversation about the culture of entrepreneurship in Mexico and what it takes for women to grow their businesses successfully.

Host welcome:

Lucia Munoz, Commercial and Sales Operations Manager, North and South America, ABB

Moderator:

Aurélie Salvaire, Vice President, Women's WorldWide Web

Speakers:

Pilar M. Aguilar, General Director, Endeavor Mexico

Aura Mione, Founder and General Director, HeadSeekers

Tanya Moss Baran, Jewelry designer and Founder, Tanya Moss

09:45-10:30

Theater, Discovery hall – Sanofi

Reducing inequalities in health for a better world

Over 1/3 of the global population doesn't have access to essential healthcare. Health inequalities have become one of the greatest threats to human development but there are reasons to be optimistic. By 2020, Dengue will become a preventable disease, sleeping sickness will be eliminated, and polio eradicated.

Speaker:

Robert Sebbag, Vice-President, Access to medicines, Sanofi

09:45-10:30

Connecting hub

Master Class -tips and tricks to activate your networks for the best

A collaborative session on maximizing network activation, facilitated by Capgemini Consulting. Please contribute to the special survey on women's networks and discover your networking profile.

Facilitator:

Candice Blois, ASE Paris, Capgemini Consulting

09:45-10:30

Science hub

Attracting women: The stereotype problem

Many players are running STEM education projects for young girls. We still have a long way to go though, to achieve a genuine gender balance in the field. Why haven't we cracked this problem yet? Why do we need more female engineers? How to get there?

Moderator:

Sarah Howell, Regional Communications Advisor, Public & Government Affairs, ExxonMobil

Speakers:

Carole Gall, Asset Manager, Production, ExxonMobil

Michèle Verschoore, Medical Director, L'Oréal Research & Innovation

09:45-10:30

Accor corner

Meet with a visionary designer: Jean-Philippe Nuel

Meet one of today's most stylish and highly regarded hotel designers, as Jean-Philippe Nuel shares his vision of comfort and design for women travellers.

Moderator:

Julie Grégoire, SVP Operations France, Luxury & Upscale Brands, Accor

Speaker:

Jean-Philippe Nuel, Interior architect and Designer

09:45-10:30

Orange corner

Social media training, group training

Meet with digital experts to learn about the benefits of social media for your work and for your personal life, and the tools you can leverage to reach your audience

Featuring:

Marie Perruchet, Founder and CEO, One Perfect Pitch

11:30-14:30

Gatsby Room

CEO Champions: Best practice to promote women's advancement in the private sector

(by invitation only)

Host and co-moderator:

Olivier Fleurot, CEO, MSLGROUP

Co-moderator:

Maria Livanos Cattai, former Secretary General, International Chamber of Commerce, and Member of the Women's Forum Program Committee

09:45-10:30

Engage the future hub

Thinking ahead for women's healthcare

From access to treatments to women-focused initiatives by global healthcare organizations: women's healthcare has shown progress in recent years. However, with new living environments and ageing populations, new diseases are changing health perspectives. Are we addressing the gender gap in diagnostics and treatments? How can we shape the future of women's healthcare for the better?

Introduction:

An Vermeersch, Vice-President, Vaccines, GSK

Facilitators:

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

Luc de Brabandere, Fellow and Senior Advisor, The Boston Consulting Group

09:45-10:30

Nestlé corner

How can a company like Nestlé empower women throughout its value chain?

Access to education, training, and professional development are key factors to empower women but they are sometimes challenging to implement. Find out how Nestlé has set up several initiatives in urban as well as rural communities to improve women's revenues and employment opportunities.

Speaker:

Bineta Mbacke, Public Affairs Manager, Partnership, Nestlé S.A.

09:45-10:30

Women in Media corner

The new media – seize it, reinvent it, or die

The media are experiencing a change in paradigm. How is this transformation disrupting traditional hierarchies?

Speakers:

Florence Kponou, Manager, Deloitte Digital

Anne Pican, Digital Publisher, Culture, Lifestyle and Entertainment, Groupe Figaro

Lauren Provost, Social media, Traffic and Trends Editor, le Huffington Post

10:30-11:00 Networking break

11:00-12:00

Plenagora

Cartier Women's Initiative Awards Ceremony

What does audacity mean in today's business world? Join the 2014 finalists of the Cartier Women's Initiative Awards to discuss this question and celebrate their trailblazing entrepreneurship as this year's winners are revealed. The ceremony will be hosted by Stanislas de Quercize, President and CEO of Cartier International.

Host welcome:

Stanislas de Quercize, President and CEO, Cartier International

Master of Ceremonies:

Henry Bonsu, Journalist, broadcaster and Presenter, Vox Africa Television

12:00-13:30 Networking lunch

13:45-14:30

Pink agora

Brazil: Our discontents and the search for renewal

Beyond the headlines: why are Brazilians increasingly disgruntled with their democratic state and its economy - how can growth be renewed - and how to achieve vibrantly sustainable development for all?

Moderator:

Deborah Berlinck, European Correspondent, O Globo

Speakers:

Sandra Boccia, Editorial Director, Pequenas Empresas & Grandes Negócios

Christina Lopes, Senior Latin American Specialist, Global Strategic Associates, and 2014 Women's Forum Rising Talent

13:45-14:30

Purple agora

Theatre as a space for freedom

Johana Bahamón is one of Colombia's rising acting stars, and the co-founder and director of the Fundación Teatro Interno - a theater company producing plays in Colombia's prisons with women inmates. Join Johana to learn about how Teatro Interno gives women inmates new hope and a second chance for reconciliation, even as they discover a space for freedom behind the bars and razor wire of their jails.

Moderator:

Ana Maria Salazar Slack, Host, Imagen News, and Host and Producer, Seguridad Total

Speaker:

Johana Bahamón, Actress, entrepreneur and Director, Fundación Teatro Interno

13:45-14:30

Yellow agora

Eradicating energy poverty

Join tech pioneer Anil Raj to learn about micro-power systems and how they can bring energy to the billions of people living off the grid.

Moderator:

Ebru Ilhan, Sustainable Development Senior Specialist, Eczacıbaşı Group

Speaker:

Anil Raj, Co-Founder and CEO, OMC Power

13:45-14:30

Blue agora - Orange

Collaborative consumption: What's mine is ours

Share, barter, second hand... Digital technologies increasingly impact the way we live, travel, shop, work, sell and more. Through the Digital Society Forum, Orange studies this new "collaborative economy" trend and presents the opportunity to share with active players about this fast growing movement with active players.

Introduction:

Christine Albanel, Executive Director in charge of CSR, Diversity, Partnerships and Philanthropy, Orange

Facilitator:

Jean-Noel Chaintreuil, Prospective Strategist and Professor

Speakers:

Francesca Pick, OuiShare International Community Leader and OuiShare Fest Co-Chair

Sarah Roy, Communications Manager for France, Belgium, Morocco and Canada, Airbnb

13:45-14:30

Discovery amphitheater – Women in Media

They fight against stereotypes

Come and listen to women who blaze their own trail and fight against media stereotypes. They share their personal experiences from different generations and media backgrounds. They tell us what has been achieved so far, as well as the barriers that must still be brought down.

Moderator:

Poorna Bell, Executive Editor and Global Lifestyle Head, the Huffington Post UK

Speakers:

Françoise Champey-Huston, Deputy Director, English Channel, France 24

May Chidiac, Founder and CEO, May Chidiac Foundation

Kristen Davis, IT Director, International NY Times

Donata Hopfen, CEO, Bild Group, Axel Springer

Manon Querouil-Brunel, Reporter, Marie-Claire

13:45-14:30

Engineering hub

Energizing silver economy-centric healthcare in an aging world

UN statistics are formal, the planet is getting older. How can technology breakthroughs in predictive healthcare support the aging, their care givers and the economy alike? Our speakers are reinventing patient-centric solutions to lower healthcare costs while ensuring equal access to quality care.

Moderator:

Helen Cherré, Group Program Director, Altran

Speakers:

Sylvie Bothorel, R&D Director, CoE, SORIN

Jérôme Faggion, Business Development Director, Health Care Social Welfare, Altran

Nadia Frontigny, VP Care Management, Orange Healthcare Division

13:45-14:30

Science hub

Women in Science: A lifecycle approach to career management

What are the benefits of moving beyond the leaky pipeline to a lifecycle approach to career management for women across multiple generations? How can companies better integrate agile work practices with lifecycle-centric diversity strategies to address these generational priorities?

Speaker:

Eleanor Tabi Haller-Jordan, President and CEO, The Paradigm Forum GmbH

13:45-14:30

Theater, Discovery hall

The future of healthcare is also a women's issue

By LIR

LIR, a French think-tank for therapeutic innovation, has conducted an exclusive survey with Ipsos, polling 1000 French women on the future of healthcare. Learn about the results of the study from six women, all committed to the future of healthcare and representing six different pharmaceutical companies.

Speakers:

Sophie Dubois, Director, Strategy and Public Affairs, Takeda France

Emmanuelle Kuhnunch, Director, Communications, GSK France

Valérie Perruchot Garcia, Director, Public Affairs and Communications, Janssen France

Catherine Raynaud, Director, Public Affairs, Pfizer France

Rima de Sahb-Berkovitch, Director, Market Access, MSD France

Agnès Soubrier, CEO, LIR

Brice Teinturier, Associate Director, Ipsos France

Anne Tisseau, Director, Public Affairs, and Director, Market Access, Merck Serono France

13:45-14:30

Culture hub

Museums moving towards modernity

Nothing to sell but everything to value? Discover how museums move to and bring modernity. To what extent a museum is a leading actor of growth, innovation, and education? With such ambitious objectives, how museums are facing financial challenges, in a context of state subsidies decreases and economic slowdown?

Speakers:

Guillaume Maréchal, Head of Fundraising Musée d'Orsay and Musée de l'Orangerie

Anne Mény-Horn, General Manager Musée d'Orsay and Musée de l'Orangerie

13:45-14:30

Digital hub

Partnering for equity and success in a digital world

Information and communication technologies are a major economic and social lever. They promote the emergence of products, services and content suited to local and global development. Come hear how today's digital ecosystem is driving us toward a more equitable world.

Moderator:

Nina Gardner, Founder and Director, Strategy International, and Adjunct Professor, Johns Hopkins, SAIS

Speakers:

Brigitte Dumont, CSR Chief Officer, Orange

Christina Smedley, Vice President, Global Brand and Communications, PayPal

13:45-14:30

Governance hub

Women on Boards: Preparing for the world in 2015 and beyond

A discussion of how major trends from millennials in the workplace to big data and cyber security are reshaping the board agenda and reaffirming the need for diverse workforces

Speaker:

Isabelle Allen, Partner, Global Head of Sales and Markets, KPMG International

13:45-14:30

Engage the future hub

Empowering women as agents of development: Entrepreneurship to unlock the economic potential of developing countries

Public and private initiatives have successfully targeted rural development via women's entrepreneurship, providing thousands with financial inclusion and stability. Being ambitious for the next decade: how should these efforts be scaled up? How can women further lead change in their communities to unlock the potential of rural areas in developing countries?

Introduction:

Amita Chaudhury, Global Diversity Director, Unilever

Facilitators:

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

Luc de Brabandere, Fellow and Senior Advisor, The Boston Consulting Group

14:30-14:45

Room change

14:45-15:15

Plenagora

The future of digital

Digital visionary Maurice Lévy speaks about his business strategy and what's on the horizon for digital content and communication.

Moderator:

Elizabeth Weymouth, Senior Associate Editor, the Washington Post

Speaker:

Maurice Lévy, Chairman and CEO, Publicis Groupe

15:15-16:15

My business and society: Leading for a more equitable world

A conversation with corporate and financial management leaders on business as an actor and arena for promoting greater economic and social equality.

Moderator:

Maria Livanos Cattai, former Secretary General, International Chamber of Commerce, and Member of the Women's Forum Program Committee

Speakers:

Christine Albanel, Executive Director in charge of CSR, Diversity, Partnerships and Philanthropy, Orange

Susan Carter, CEO, Commonfund Capital, Inc.

Peter Vogt, Chief Human Resource Officer and Deputy Executive Vice President, Nestlé SA

Pascale Witz, Executive Vice President of Global Divisions & Strategic Development, Sanofi

13:45-14:30

Social Impact hub

All in for Her: A Call to Action

A recent report published by Women Moving Millions says that women have the capacity to give \$1trillion per year. Hear how ALL IN FOR HER challenges women to give big, be bold, apply a gender lens to their philanthropy, and collaborate for amplified impact.

Moderator :

Lisa Witter, CEO and Chief Optimist, Witter Ventures

Speakers :

Jessica Houssian, Women Moving Millions

Ann Olivarius, Women Moving Millions

13:45-14:30

Cartier corner

My entrepreneurial journey

A case study of Fenugreen, a patented, natural, inexpensive food preservation technology that prevents perishable food from spoiling.

Speaker:

Raomal Perera, Co-founder of Thousand Seeds and Adjunct Professor, Entrepreneurship Department, INSEAD

16:45-17:30

Pink agora

Setting new global standards for diversity in corporate leadership

Hosted by Thalys

Engage with two top leaders on their commitments to corporate diversity and where they are taking their companies next.

Host welcome:

Ingrid Nuelant, Deputy CEO and CFO, Thalys

Moderator:

Cristina Vicini, Chair, Presidents' International Advisory Council, The International Alliance for Women, and Co-founder, Global Board-Ready Women Initiative

Speakers:

Rohini Anand, Senior Vice President and Global Chief Diversity Officer, Sodexo

Pamela Thomas-Graham, Chief Marketing and Talent Officer, and Head of Private Banking & Wealth Management New Markets, Credit Suisse AG

16:45-17:30

Purple agora – Social Impact hub

Partner to empower, empower to transform: The multiplier effect

How can we partner together to catalyse and unlock resources for the empowerment of women to transform their lives? We cannot achieve this ambitious goal alone. Join us to help us together make a difference.

Moderator:

Melanne Verveer, Executive Director, Institute for Women, Peace, and Security, Georgetown University

Speakers:

Charlotte Oades, Global Director, Women's Economic Empowerment, The Coca-Cola Company

Ann Olivarius, Women Moving Millions

Florence Tercier Holst Roness, Director, Issues Affecting Women program, Oak Foundation

16:45-17:30

Yellow agora

Why is Europe becoming so intolerant?

A conversation with the stateswoman and political leader Emma Bonino about the reasons for – and what can be done to curb – Europe's growing political intolerance.

Moderator:

Mary Fitzgerald, Journalist and analyst, and Women's Forum Rising Talents Alumnus

Speaker:

Emma Bonino, former Italian Minister of Foreign Affairs

16:45-17:30

Blue agora

Net neutrality: The end of the open Internet?

Why has the net neutrality debate become so galvanizing and politicized? How is our ongoing move to wireless playing into this debate? And what are our future chances for having a global network allowing us access to the content and applications of our choosing?

Moderator:

Virginie Robert, Foreign Desk Editor, Les Echos

Speakers:

Constance Bommelaer, Senior Director, Global Policy Partnerships, The Internet Society

16:45-17:30

Discovery amphitheater - Mexican Delegation

How to invest for a better world?

Socio-economic development depends on smart and well-targeted public-private partnerships. The pressure is growing for these partnerships to be increasingly responsible and sustainable, both in developed and developing countries. Issues such as infrastructure, social development and the redistribution of income to local communities require better coordination between international organizations, foreign investors and local business and government. Learn about and compare how national approaches differ.

Moderator:

Lourdes Berho, CEO, Alchemia

Speaker:

Christina M. Alfonso, Founder and CEO, Madeira Global

Laura Garcia, Executive Director, Semillas

Luz Marina Martinez, Country CFO, Mexico, ABB

16:45-17:30

Science and Engineering hubs

Retaining women: Should I stay or should I go?

Are we creating the right opportunities for women to stay in science and engineering careers? What does industry need to do to hold onto women? As a role model, what are you doing to support women?

Moderator:

Radhika Muthukumaran, IMA Region Lead, Diversity and Inclusion, ABB

Speakers:

Corinne Jouanny, Managing Director and Co-founder of Altran Pr[i]me, Altran

Antonella Sopranzetti, Public and Government Relation Manager, ExxonMobil

Tanja Vainio, Country Manager, Hungary, ABB

16:45-17:30

Engage the future hub

Is there a gender to digital?

In the EU, the number of ICT positions has grown by 4% per year since 2000, seven times the evolution of overall employment. The scarcity of talented resources will be a key challenge for country competitiveness in coming years. Yet today, women represent only 20% of students in computing in OECD countries. We live in a digital world – how do we close this gender gap?

Introduction:

Anne-Gabrielle Heilbronner, General Secretary, Member of the Directoire, Publicis Groupe

Facilitators:

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

Luc de Brabandere, Fellow and Senior Advisor, The Boston Consulting Group

16:45-17:30

Theater, Discovery hall – Renault-Nissan Alliance

What women want

Given the vast buying power and influence of women, it's no surprise that the auto industry has dramatically reimagined the way it designs and builds cars. Renault-Nissan will discuss its successes and challenges in its own business as well as in other sectors.

Moderator:

Nicolas Barré, Editor-in-Chief, Les Echos

Speakers:

Valérie Brusseau, Automotive Architecture Engineering Project and Launching Vehicle Manager, Renault

Asako Hoshino, Corporate Vice President, Corporate Market Intelligence Division, Nissan

Malene Rydahl, Director of Corporate Communications EAME, Hyatt

16:45-17:30

Culture hub

When brands meet the Z generation's urban needs

The upcoming generation will have specific expectations when it comes to city life. Will brands be able to reinvent themselves to answer this new demand using city facilities? What will the Z generation city look like?

Speakers:

Françoise Hernaes-Fourrier, Head of Strategic Planning, Ipsos ASI

Dominique Lévy, General Manager, Ipsos France

16:45-17:30

Nestlé corner

Women giving support to women

How do formal or informal mentoring and coaching empower women within Nestlé and outside the company? Leaning in and reaching out hands among women to make a difference.

Speaker:

Arielle Semin, Head of Research & Development, Nestlé Chocolate Centre for Excellence

16:45-17:30

Roche corner

Shifting paradigms – the role of innovation in transforming patients' lives

Revolutionary innovations in fields such as therapy, 3D medical imagery and E-health contribute to patients living longer and less isolated from society. This session highlights how medical and technological innovations enable and accelerate the paradigm shift.

Moderator :

Corinne Le Goff, President, Roche France

Speakers :

Cecile Doan, Chief Operating Officer, CATIA, Dassault Systems

Denis Guibard, Vice-President, Sustainable Development, Products & Services, Orange

Janet Hammond, Global Head and Senior Vice-President, Infectious Diseases Discovery and Translational Area, Roche Pharma Research & Early Development

16:45-17:30

Accor corner

Are the expectations of women who travel so different from those of men?

Discover the findings of a study conducted by WAAG, the Accor Women's Network, and learn how one devoted manager has tailored specific services for women in her network of hotels.

Speakers:

Isabelle Daviaud, Senior Legal Manager Distribution / IT / WAAG

France

Sieges, Accor

Xavier Louyot, Senior Vice President Marketing EMEA, Sofitel Pullman MGallery, Accor

16:45-17:30

Cartier corner

From corporate to entrepreneurial life: A successful leap

A case study of Erborian, a skincare cosmetics range based on traditional Korean herbal science.

Speaker:

Katalin Berenyi, Founder and President of Erborian, and 2007 Cartier Women's Initiative Awards finalist

16:45-17:30

Sanofi corner

Access to medicines: Meet with Sanofi's Dr. Robert Sebbag

Over 1/3 of the global population doesn't have access to essential healthcare. Health inequalities have become one of the greatest threats to human development but there are reasons to be optimistic. By 2020, Dengue will become a preventable disease, sleeping sickness will be eliminated, and polio eradicated.

Speaker:

Robert Sebbag, Vice-President, Access to medicines, Sanofi

17:00 – 17:30

Orange corner

Live Orange TV : A special TV show live from the Women's Forum

Attend the talk show with speakers, personalities and change agents.

Facilitator:

Valérie Amarou, Journalist

17:30-17:45 Room change

17:45-18:30

Pink agora – Science hub

A catalyst for health and wellbeing

Health and wellbeing are both determinants and consequences of economic progress. What are the challenges international companies are facing to keep their workforces healthy and engaged? What can companies do to nurture and support their science talent to develop solutions in this area ?

Moderator:

Eleanor Tabi Haller-Jordan, President and CEO, The Paradigm Forum GmbH

Speakers:

Paloma de Miguel, Vice-President, Regulatory Affairs International, Baxter Healthcare

Ana Margarida Setas-Ferreira, Regional Africa Advisor for Community and Public Health, ExxonMobil

17:45-18:30

Purple agora

New innovators for the rule of law

Meet Alejandra Ancheita and Jennifer Robinson: a new innovator and a global mentor for the next generation of human rights lawyers who are tackling issues of violence and corruption in highly hostile environments. What sustains their activism and brings them to take such personal risks?

Moderator:

Saphieh (Sue) Ashtiany, Principal, Ashtiany Associates, Chair, Equal Rights Trust, and Visiting Professor Queen Mary University of London

Speakers:

Alejandra Ancheita, Founder and Executive Director, Project on Economic, Social, and Cultural Rights

Jennifer Robinson, Director of Legal Advocacy, Bertha Foundation

17:45-18:30

Discovery amphitheater

Decoding leadership: Disruptive results with radical implications

By Diverseo

The Leadership Decoder is a scientific test developed by Diverseo in partnership with the Women's Forum for participants to uncover their explicit and implicit cognitive drivers relating to leadership. Even if you missed taking the test, you will want to know about the surprising findings of this study and their revolutionary implications for gender leadership initiatives.

Speakers :

Nathalie Malige, CEO, Diverseo

Martin Schoeller, COO, Diverseo

17:45-18:30

Yellow agora

A champion for climate action

A conversation with Connie Hedegaard EU Commissioner for Climate Action, on her life work and why climate justice will be essential in our human future.

Moderator:

Barbara Lewis, Senior EU Energy & Environment Correspondent, Thomson Reuters

Speaker:

Connie Hedegaard, European Commissioner for Climate Action

17:45-18:30

Blue agora

Creating the artificial intelligence program able to qualify for university entry

What if a computer could pass the entrance exams for top universities – what would this mean for humans? This question is behind the Today Robot project launched by Noriko Arai, Professor at Japan's National Institute of Informatics.

Moderator:

Ivana Jemelkova, Director, Strategic Communications, FTI Consulting

Speaker:

Noriko Arai, Professor, National Institute of Informatics

17:45-18:30

Theater, Discovery hall - Vitra

Women adding value to the creativity chain

Creative industries may look inclusive and hospitable for women, but they are still facing tough hurdles. Discuss with accomplished women in architecture, design, fashion, and civic action about their plans and ideas to advance gender balance.

Facilitator:

Isabelle de Ponfilly, Managing Director, Vitra France, President of the Board, Ecole Nationale Supérieure des Arts Décoratif, and President of the Board, ISTE

Speakers:

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

Sylvie Ebel, Executive Director, Institut français de la mode

Chekeba Hachemi, Founder and President, Afghanistan Libre

17:45-18:30

Culture hub

Corporate culture – boosting the care approach

How to inject values such as empathy into a traditional corporate culture? What concrete measures and processes should be put in place to achieve a care approach?

Speaker:

Karen Dawson, VP, Digital strategies, Hyatt

17:45-18:30

Governance hub

Let's pull now

There are commercial benefits of having a workforce that reflects your client base. Clients are selecting some businesses over others because of their diversity policy and practice. Join us to share concrete cases where diversity has made a real difference in terms of business returns.

Speaker:

Claudette Christian, Office Managing Partner, São Paulo & Rio de Janeiro, Hogan Lovells

17:45-18:30

Connecting hub

Women's network: A driver of success

LiveTweet session @LenovoFR and @lenovo_UKI *Twitter accounts* Lenovo women will share their personal experiences in women's networks with Forum participants and the French network Cercle InterElles in the IT industry. How to build an effective network? What is the value of a women's network for the business?

Moderator:

Catherine Ladousse, Executive director EMEA communication, Lenovo and President, Cercle InterElles

Speakers:

Bernadette Andrietti, Vice President, Marketing EMEA, Intel

Aline Aubertin, Senior Marketing, GE Healthcare, and Vice President, Cercle InterElles, France

Viviane de Beaufort, Professor, ESSEC Business School, and Head, Executive Women Program

Bao-Chau Nguyen, Corporate Communications and Press Relations, Assystem, and Member of the Board, Cercle InterElles

Isla Ramos Chaves, Executive Director EMEA Business Transformation, Lenovo

17:45-18:30

Engage the future hub

Making entrepreneurship a more attractive career choice for women

In the 27 EU countries, only 25% of business owners with employees are women. Why do men take this career path while women still prefer being employed? Do women have access to the right entrepreneurial means? What role should university programs and education play to guide them on this path? In short: how to engage young women towards entrepreneurship?

Introduction:

Seraina Maag, President and CEO EMEA, AIG

Facilitators:

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

Luc de Brabandere, Fellow and Senior Advisor, The Boston Consulting Group

17:45-18:30

Accor corner

Between salad and pasta – what is the right food rhythm when you're on the move

A nutrition expert proves that hospitality can be generous AND light. One of the Accor group's chefs offers a tasting session. Try, taste, and enjoy.

Speakers:

Cécile Clavel, Dietitian, Sofitel Quiberon Thalassa Sea & Spa

Xavier Louyot, Senior Vice President Marketing EMEA, Sofitel Pullman MGallery, Accor

Aldina Duarte Ramos, Director, Global Well-being Product, Luxury & Upscale Brands, Accor

17:45-18:30

Cartier corner

How to create an innovative and entrepreneurial corporate culture

Creativity is a choice. How do you embed creativity in the DNA of your workplace, so that innovation and entrepreneurship are at the core of your business?

Speaker:

Mary Cronin, Co-founder, Thousand Seeds

17:45-18:30

Mexican delegation corner

Women's financial inclusion as a top priority

Financial inclusion for women is crucial to achieving gender equality and inclusive growth. Women disproportionately face financial access as well as financial literacy barriers that prevent them from participating successfully in the economy and from improving their lives. This issue is high on OECD's agenda, especially when it comes to the booming economies of the Latin American region. It is also amongst the top priorities of the G20. Speakers will share hands-on experience as well as strategies on how to facilitate women's financial inclusion and education.

Moderator:

Anthony Gooch, Director of Public Affairs and Communications, OECD

Speakers:

Alejandra Calatayud, Vice-President and General Manager Global Corporate Payments - Latin America, American Express Mexico

Rosario Perez, President and CEO, Pro Mujer International

17:45-18:30

Orange corner

Women for Change, encounters with inspiring souls

Meet with extraordinary women who are actors of change and drivers of growth through their initiatives to help women and girls. Women for Change is a joint initiative by Orange Foundation, the Women's Forum for the Economy & Society, and Marie Claire.

Speakers:

Adamou Hawaou, Women for Development Association

Masego Mmipi, Coordinator, Kgetsi Ya Tsie Women's Community development Trust

Mariama Moussa Harouna, Director, SOS Women and Children Victims of Domestic Violence

Lusett Noushka Teixeira, Founder, Matumaini

Togo Mariam Sidibé, Director, Association of Support for Girls' Schooling

Rokia Traoré, Singer and Director, Passerelle Foundation

17:45-18:30

Women in Media corner

Who am I to talk to the media?

(session in French)

Digital media provide the opportunity for everyone to have the floor. Social networks emphasize self-expression. Do we all share equal legitimacy to speak up though? Do women suffer more than men from the impostor syndrome?

Speakers:

Claire Deguerry, Partner Transaction Services, Deloitte Finance, and Co-Founder, voxfemina

Brigitte Grésy, Member, Conseil supérieur de l'égalité professionnelle entre les femmes et les hommes

Françoise Laborde, Member, Conseil supérieur de l'audiovisuel

18:30-18:45 Room change

18:45-19:15

Plenagora

CEO Champions: Promoting best practice from Deauville to the European Commission

Moderator:

Mary Goudie, Member, UK House of Lords, and founding member, the 30 Percent Club

Speakers:

Philippe Castagnac, CEO, Mazars Group

Anne-Gabrielle Heilbronner, General Secretary, Member of the Directoire, Publicis Groupe

Michel Landel, Group Chief Executive Officer, Sodexo

19:15-20:00

Inequality matters

A conversation with Christine Lagarde, Managing Director of the International Monetary Fund.

Moderator:

Olivier Fleurot, CEO, MSLGROUP

Speaker:

Christine Lagarde, Managing Director, IMF

20:00-23:30

Gala reception hosted by Cartier

08:30-09:15 Networking coffee

09:15-10:00

Pink agora

Will ending food waste end food shortage?

The UN has calculated that 1/3 of food worldwide gets wasted. So even if it won't solve world hunger, what are some practical solutions to reduce this waste and feed more people?

Moderator:

Lara Birkes, Director Government Affairs and Strategic Partnerships, the World Business Council for Sustainable Development

Speakers:

Javiera Charad, Environmental Sustainability Project Manager, Nestlé
Clementine O'Connor, Sustainable Food Systems Consultant, United Nations Environment Programme's Division of Trade, Industry and Economics

09:15-10:00

Purple agora

Corporate transparency: Navigating through uncertainty

A conversation with ABB's Diane de Saint Victor about what is corporate transparency and why corporate transparency is so difficult to "place" in the corporate structure. Diane will also highlight and discuss practices and mindsets which constitute good leadership in this context.

Moderator:

Estelle Metayer, President, Competia, and Member of the Women's Forum Program Committee

Speaker:

Diane de Saint Victor, Head of Legal and Integrity, General Counsel, Company Secretary, and Member of the Group Executive Committee, ABB

09:15-10:00

Yellow agora

Myanmar and Cambodia: Education for work for the lost generations

Khin Sanda Win wowed us at the Women's Forum Myanmar with her initiative to train people for work in the hotel industry. Learn from her and Sophea Oum, the CEO of Cambodia's Golden Silk, about what vocational training can achieve in poor countries where education systems have been broken.

Moderator:

Rachida Justo, Professor of Entrepreneurship and Social Entrepreneurship, IE Business School

Speakers:

Khin Sanda Win, Managing Director, Sanda Hotel & Services, Inle Lake View Resort & Spa, The Loft Yangon, and Sanda Tour
Sophea Oum, CEO, Golden Silk

09:15-10:00

Blue agora – Governance hub

Am I worth it?

Self censorship, cultural habits and stereotypes are hidden but strong hurdles for women's access to executive positions. Do companies pay enough attention to these psychological factors? What would be the best advice and guidance for women encountering such difficulties? Four accomplished business women tell their stories of how to go beyond inhibitions and clear one's path to success.

Moderator:

Nuria Chinchilla Albiol, Professor of Managing People in Organizations, International Center for Work and Family, IESE Business school

Speakers:

Marie Guillemot, Senior audit partner, KPMG France
Harriet Pearson, Partner, Hogan Lovells
Isabelle Schlumberger, Executive Vice-President Sales & Development, France Management Committee, JCDecaux

09:15-10:00

Discovery amphitheater - Digital hub

How digital contribute to a more equitable education – conclusions Caggemini

Come and share the results of 48 hours of intensive thinking and inspiration to rethink access to education thanks to digital. Based on your contributions to build the Proof Of Concept that will advance the education cause, we invite you to share tomorrow's Education landscape and challenges.

Facilitator :

Candice Blois, ASE Paris, Caggemini Consulting

Speaker :

Jean-Michel Leclercq, Director of Strategy, CNED

09:15-10:00

Connecting hub

Networks and diversity for competitiveness

Airbus women leaders join with top business managers from various industries to share their vision and strategy of an international women's network with the Forum's delegates.

Facilitators:

Christine-Anne Chevy, Senior Manager Research & Development, and Chairman of Women & Men in Business Network, Airbus Helicopters

Marie-Alix Delestrade, Corporate Communication Media Relations, Airbus Group

Speakers:

Anne-Pascale Guedon, Vice-President, Financial Engineering, Airbus Group

Alain Manoukian, Co-founder and General Manager, MySuccess

Sally Pallet, Diversity and Inclusion Manager, Airbus UK

Marie-Louise Philippe, Area Sales Director, Airbus Singapore

Sonja Piontek, Marketing Director, BMW Asia

09:15-10:00

Engage the future hub

How do you measure a happy life?

The OECD's Better Life Index engages with citizens worldwide in a debate on what matters most for people's quality of life. What are the key ingredients for a good life— is it better education, environment, healthcare, housing or working hours? Do people in different countries prioritize some things over others? What are the priorities for the Women's Forum community?

Speakers:

Anthony Gooch, Director of Public Affairs and Communications, OECD

Lorena Sanchez, Communications Project Coordinator, Public Affairs & Communications Directorate, OECD

09:15-10:00

Theater, Discovery hall

Women at the top: Time to go faster!

by Mercer and Oliver Wyman

The time is now for organizations to be more radical in their hiring and development strategies to support women in advancing to senior roles. Join Mercer and Oliver Wyman to discuss what organizations can do to foster a culture which nurtures emerging talent and the value that this brings, and share your insights on solutions for change.

Moderator:

Pat Milligan, President and CEO, North America region, Mercer

Speakers:

Michelle Daisley, Partner, Oliver Wyman

Martine Ferland, Retirement Business Leader, Europac, Mercer

Terry Stone, Managing Partner, Health & Life Sciences, Oliver Wyman

09:15-10:00

Social Impact hub

Coca-Cola 5by20: Unleashing the potential of women entrepreneurs

Unleashing the entrepreneurial potential of women is one of the most powerful and enduring ways to help families and communities prosper. Learn more about how we are helping women realize their potential through business skills training, access to finance and access to mentors.

Speaker:

Charlotte Oades, Global Director, Women's Economic Empowerment, The Coca-Cola Company

09:15-10:00

Women in Media corner

Ten tips for a great radio interview

Radio needs more women's voices – and raising your media profile can boost your career. Experts help you understand how to give a great interview.

Facilitators:

Antoine Cormery, Director Académie France Médias Monde (RFI-France 24-Monte-Carlo Doualiya)

Eve Irvine, International Reporter, France 24

09:15-10:00

Roche corner

The essential facilitating role of HR

Balancing compassionate and professional inclusion and management of employees who are affected by chronic disease are acute challenges for those in charge of human resources. From daily organization to tailor-made solutions for employees, members of the HR community are invited to share best practice and experience in this sensitive domain.

Moderator:

Laurence Peyraut Bertier, Head of Public Affairs & Communications, Roche France

Speakers:

Olivier Lagrée, Principal, Organisation Transformation & Talent, Deloitte Conseil

Florence Pivert, Acting HR Director, Roche France

Anne-Sophie Tuszyński, Co-Founder, CANCER@WORK

10:00-10:15 *Room change*

10:15-11:00

Pink agora

A world free from female genital cutting

Meet the civil society leaders Naana Otoo-Oyortey and JuliaLalla-Maharajh, to discuss when and how we can end female genital mutilation.

Moderator:

Nina Gardner, Founder and Director, Strategy International, Adjunct Professor, Johns Hopkins, SAIS, and Member of the Women's Forum Program Committee

Speakers:

Julia Lalla-Maharajh, Founder and CEO, Orchid Project

Naana Otoo-Oyortey, Executive Director, Forward

10:15-11:00

Purple agora

Sweat labor, discrimination, dispossession and violence: How companies can respect human rights where others don't

Join Shift President Caroline Rees to discuss the challenges of regulating harmful corporate practices in the world's difficult regions – and the revolution in corporate social responsibility to which Shift is contributing.

Moderator:

Maria Livanos Cattau, former Secretary General, International Chamber of Commerce, and Member of the Women's Forum Program Committee

Speaker:

Caroline Rees, President, Shift

10:15-11:00

Yellow agora

Leveraging the power of markets to achieve philanthropic goals

Shari Berenbach is the President of the US Africa Development Foundation, and a pioneer in the use of enterprise-based models to address social needs and create sustainable, scalable solutions to some of the world's most pressing development challenges.

Moderator:

Janet Voûte, Global Head of Public Affairs, Nestlé SA

Speaker:

Shari Berenbach, President and CEO, US African Development Foundation

10:15-11:00

Blue agora

Thriving during industry disruption

How do you innovate and maintain profitability in a period of major disruption in your business sector?

Moderator:

Sophie Lambin, Co-Founder and Managing Director, Kite Global Advisors

Speaker:

Carey Kolaja, Vice President, Global Product Solutions, PayPal
Aymar de Lencquesaing, EMEA President, Lenovo

10:15-11:00

Discovery amphitheater – Engage the future

Engaging the future: The next 10 years

Join senior leaders from partner companies and the OECD to learn the outcomes of the Engage the future workshops and to look towards the next 10 years for how we can all contribute to reduce or even close the gender gap in different areas for developed and developing country contexts.

Moderators:

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

Hans-Paul Bürkner, Chairman, The Boston Consulting Group

Speakers:

Neil Barrett, Group Vice President, Sustainable Development, Sodexo

Amita Chaudhry, Global Diversity Director, Unilever

Anne-Gabrielle Heilbronner, General Secretary, Member of the Directoire, Publicis Groupe

Seraina Maag, President and CEO EMEA, AIG

Monika Queisser, Head of Social Policy Division, OECD

An Vermeersch, Vice-President, Vaccines, GSK

10:15-11:00

Social Impact hub

The business case for women's economic empowerment

Join us to discuss a ground-breaking integrated framework that corporates and businesses with women's economic empowerment projects can adopt to increase return on investment and enhance outcomes for women.

Moderator:

Lisa Witter, CEO and Chief Optimist, Witter Ventures

Speaker:

Florence Tercier Holst Roness, Director, Issues Affecting Women program, Oak Foundation

10:15-11:00

Theater, Discovery hall - PayPal

Crossing borders: The road to entrepreneurial success

The road to success has many twists and turns. Hear from successful entrepreneurs on the tips, tricks and lessons learned in starting their own businesses. Find out what they wish they knew before they launched their own business, and how they found creative solutions along the way.

Speakers:

Jo Malone, Founder, Jo Loves and others

Christina Smedley, Vice President, Global Brand and Communications, PayPal

10:15-11:00

Orange corner

Social media training, group training

Meet with digital experts to learn the benefits of social media for your work and for your personal life, and the tools you can leverage to reach with your audience.

Facilitator:

Marie Perruchet, Founder and CEO, One Perfect Pitch

11:00-11:15 Room change

11:15-11:55

Plenagora

Abe's womenomics: Why it's needed and not just in Japan

What is Prime Minister Abe's government doing to advance working women in Japan, and where else is policy engagement like this required so that pursuing a career becomes a viable choice for women too?

Moderator:

Marina Niforos, President and CEO, Logos Global Advisors

Speakers:

Marie-Françoise Damesin, Executive Vice President, Human Resources, Renault-Nissan Alliance

Marwan Lahoud, Chief Strategy and Marketing Officer, Airbus Group

Kaori Sasaki, Founder and CEO, ewoman, Inc., and Founder and CEO, UNICUL International Inc.

11:55-12:50

Women's empowerment: Our roadmap for the next ten years

What improvements can we hope to see made in women's rights and opportunities in the next 10 years – how can we and others contribute to seeing these improvements achieved – and what should we fight for even though it seems unachievable right now?

Moderator:

Theo Sowa, CEO, the African Women's Development Fund (AWDF), and Member of the Women's Forum Program Committee

Speakers:

Jessica Horn, Writer and Senior Advisor, African Institute for Integrated Responses to Violence Against Women and HIV/AIDS, Stephen Lewis Foundation

Loraine Phillips, Director, Logistics and Distribution, EMEAF, ExxonMobil Chemical

Elizabeth A. Vazquez, President, CEO and co-founder, WEConnect International

12:50-13:00

MC's and the Forum's last words

Hosted by Forum MC Gillian Martin Mehers, and featuring our Forum President Véronique Morali.

MC:

Gillian Martin Mehers, Founding Director, Bright Green Learning

Speaker:

Véronique Morali, CEO, Webedia, and President, Women's Forum for the Economy & Society

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Building the future with women's vision



Leading for a more equitable world
Deauville, France, 15-16-17 October 2014

Cartier

www.cartier.com

COMPANY PROFILE

Founded in 1847 by Louis-François, Cartier is one of the world's most esteemed houses of luxury, designing and manufacturing exclusive collections of fine jewellery, wristwatches, prestige accessories and perfumes, distributed through close to 300 Cartier boutiques all over the world. For Cartier, social responsibility is paramount and has governed its ethics from the start. Cartier co-founded the Council for Responsible Jewellery in 2005. It nurtures a strong tradition of artistic philanthropy through the Fondation Cartier pour l'Art Contemporain. Cartier is also a key supporter of the fight against international counterfeiting.

REASONS FOR PARTNERING

For more than 165 years, Cartier has pioneered styles, trends and creations, and brought women the excellence of its unique craftsmanship and incredible quality of its products. Women are a resource that Cartier respects and admires. They form the majority of its clients, over 50 per cent of its workforce and the impulse behind many of its creations, from its first female director of High Jewellery, Jeanne Toussaint, a figurehead of bold creativity, to numerous lady patrons who have influenced social progress and change.

As a founding partner of the Women's Forum, Cartier is particularly proud to be jointly organizing the Cartier Women's Initiative Awards, an annual business-plan competition that celebrates audacious and innovative women entrepreneurs from all over the world. The Cartier Women's Initiative Awards have now become one of the signature projects of the Women's Forum. In eight years, Cartier has lent its support to over 125 women entrepreneurs from all over the world. Entrepreneurs are the lifeblood of an economy, idea crunchers and pioneers for change. They create needs and prosperity. The Awards are not only a gesture of generosity towards women but also a sign of the confidence of Cartier in the leading role they will play in the future.

www.cartierwomensinitiative.com



www.orange.com

COMPANY PROFILE

Orange is one of the world's leading telecommunications operators with sales of €41 billion in 2013 and has 161,000 employees worldwide at 30 June 2014, including 101,000 employees in France. Present in 30 countries, the Group has a total customer base of more than 236 million customers at 30 June 2014, including 179 million mobile customers and 16 million fixed broadband customers worldwide. Orange is also a leading provider of global IT and telecommunication services to multinational companies, under the brand Orange Business Services.

REASONS FOR PARTNERING

At Orange, we have taken great pride in our partnership with the Women's Forum Global Meeting over the past ten years. We are strongly committed to encouraging women's leadership development and ensuring diversity in our company.

The Orange Foundation is committed to promoting women in the economy and society and, together with the Women's Forum, has created Women for Change. For the second year, during the opening dinner, we'll be awarding African women who are actors of change and drivers of growth with further resources to expand their initiatives and help women and girls.

Because we're working to help people make the most of their digital services, you'll have access to Orange Wi-Fi and contactless (NFC) solutions all around the Forum – bringing you practical event information, conference summaries, community sites and more. We also invite you to come and see our animated Social Media Hubs in our corner and in the Discovery Hall, and take advantage of our personal coaching to learn the benefits of social media for your work and your personal life.



blog.alliance-renault-nissan.com

COMPANY PROFILE

The Renault-Nissan Alliance is a strategic partnership between Paris-based Renault and Yokohama-based Nissan. In 2013, the Alliance sold a record 8.3 million cars in 200 countries – one in 10 cars worldwide. Brands include Renault, Dacia, Renault Samsung, Nissan, Infiniti, Datsun, Venucia and Lada. The Alliance is the auto industry's leader in sustainability and has sold more zero-emission vehicles than all other automakers combined.

REASONS FOR PARTNERING

The Renault-Nissan Alliance is the auto industry's leading champion of gender equality. Having a diversified workplace where everyone gets opportunities for career advancement ensures the biggest possible talent pool for the Alliance, which ultimately drives profitability. Through its Declaration of Employees Fundamental Rights, Diversity Charter, Agreement on Professional Equality and career development programs for women, the Alliance remains fully committed to equal opportunities for its global workforce.



www.abb.com

COMPANY PROFILE

ABB is a global leader in power and automation technologies. Our solutions improve efficiency, productivity and quality for our customers' operations while minimizing environmental impact. We operate in around 100 countries and employ over 150,000 people. The global trends driving ABB's business include rapid shifts of population growth to the emerging world, and one of the most critical challenges of the 21st century – adding renewables to our power grids. Our solutions contribute to a better world in many ways. In India, solar-powered water pumps that rely on ABB technology are making a huge difference to the lives and livelihoods of local farmers who would otherwise struggle to irrigate their crops. "Microgrids" that supply clean electricity on islands in the Atlantic and in Alaska rely on ABB control solutions to satisfy growing demands for power without resorting to fossil fuels. And ABB's dual-arm robot will allow humans and robots to collaborate in ways that were once inconceivable.

REASONS FOR PARTNERING

With people from more than 140 nationalities, ABB knows diversity is a key competitive advantage. We need talented women from all over the world and we develop their talents regardless of race, religion, ethnicity and gender. ABB is therefore proud to partner the Women's Forum and to support women in technology.



www.deloitte.com

COMPANY PROFILE

Deloitte is an organization of member firms around the world which provides professional services and advice in nearly 150 countries. With 200,000 people worldwide, Deloitte delivers services in audit, tax, consulting and financial advisory – and serves most of the world's largest companies, as well as large national enterprises and public institutions. In France, Deloitte employs 7,950 professionals on diversified expertise to meet the challenges of its clients of all sizes from all industries.

REASONS FOR PARTNERING

The Women in Media initiative is a unique opportunity to contribute to women's empowerment in their media monitoring and therefore to increase their role in the business world and its evolution. Deloitte is highly involved worldwide and in France in closing the gender gap. In France, as part of the Capital Féminin program, Deloitte encourages the emergence and access of women to leadership positions.



www.jcdecaux.com

COMPANY PROFILE

JCDecaux is the number one worldwide in outdoor advertising and self-service bicycle hire. The only pure player worldwide active in the three segments of the outdoor advertising industry (street furniture, transport advertising, and billboard advertising), the Group has generated revenues worth a total of €2,676 million in 2013. JCDecaux has played a major role in shaping cities for fifty years. It all started with a simple idea: to provide cities with street furniture free of charge in exchange for exclusive advertising rights. This business model still shapes JCDecaux's core business of outdoor advertising.

In 2032, 61% of the world's population will live in a city, compared to 52% in 2012. To match the needs of this increasingly urban and mobile population, JCDecaux's goal is to invest in Research and Development to design «multifunctional » and smart street furniture, and to constantly anticipate what kind of products can play in an urban environment – their uses, potential, but also visibility and accessibility across the board.

REASONS FOR PARTNERING

Competition, cooperation and creation are supported every day by our 12,000 people in more than 60 countries around the world. Thus, JCDecaux is naturally a partner of the Women's Forum.



www.sanofi.com

COMPANY PROFILE

Sanofi is a global integrated healthcare leader focused on patients' needs and engaged in the research, development, manufacturing and marketing of innovative therapeutic solutions. Sanofi has core strengths in healthcare, with seven growth platforms: diabetes solutions, human vaccines, innovative drugs, consumer healthcare, emerging markets, animal health and Genzyme (rare disease and multiple sclerosis). With more than 110,000 employees in 100 countries, and 112 industrial sites, Sanofi acts to protect health, enhance life and respond to the hopes and potential healthcare needs of the 7 billion inhabitants around the world.

REASONS FOR PARTNERING

Our continued support of the Women's Forum is a demonstration of Sanofi's corporate social responsibility and its commitment to gender equality and diversity. Our participation exemplifies the importance we place on a gender balanced talent pool and acknowledges Sanofi CEO Christopher A. Viehbacher's belief that a diverse workforce at all levels of the organization is a key contributor in shaping and fulfilling our company mission. Sanofi male and female delegates will draw on the Forum's fresh perspectives on contributing to more equitable societies, using this energy to offer new insights within our company. They join prior Sanofi delegates in sustaining the momentum of our diversity strategy and efforts to promote gender balance in our workplace.



www.sodexo.com

COMPANY PROFILE

Since 1966, Sodexo, world leader in Quality of Life Services, has acted as a strategic partner for companies and institutions that place a premium on economic performance and employee well-being. Sharing the same passion for service, Sodexo's 428,000 employees, in 80 countries around the world, design, manage and deliver an unrivalled array of integrated services. Sodexo promotes the fulfillment of its employees and contributes to the economic, social and environmental development of the local communities in which it operates.

REASONS FOR PARTNERING

Sodexo has long given high priority to gender balance and the advancement of women at every level of the organization. In five years, the percentage of women in top management has risen from 17% to 23%, with an objective of 25% in 2015. Our commitments to women have been recognized by numerous awards and recognitions: for example, we are the only company to rank in the top two in DiversityInc's Top 50 for five consecutive years.

We have collaborated with the Women's Forum since 2007 and today we are proud to be part of the Mexican Delegation in order to further the dialogue on gender equality in business.



www.accor.com

Accor, the world's leading hotel operator, is present in 92 countries with more than 3,600 hotels and 470,000 rooms. Our brand portfolio - Sofitel, Pullman, MGallery, Mercure, Novotel, Suite Novotel, Adagio, ibis, ibis Styles, ibis Budget and hotelF1 - covers all market segments from luxury to budget. These brands are modern, innovative, blending our French origins with the very best of local cultures. At Accor, we see ourselves as a natural partner for the Women's Forum with 50% of women among our 170,000 employees and over 20 million women that are welcomed each year in our hotels over 5 continents. Every day, we work to satisfy their aspirations and to facilitate their stays.



www.aig.com

American International Group, Inc. (AIG) is a leading international insurance organization serving customers in more than 130 countries. AIG companies serve commercial institutional and individual customers through one of the most extensive worldwide property casualty networks of any insurer. In addition, AIG companies are leading providers of life insurance and retirement services in the United States. AIG has a long standing partnership with the Women's Forum for Economy and Society allowing us to be part of the important work they do in giving a platform to women's voices on the key issues we face in today's society.



www.airbusgroup.com

Diversity is part of the foundation of Airbus Group and is a key priority for the company, including the development of female talent. Airbus Group's diverse teams benefit from a wider range of perspectives, enhancing agility, creativity and innovation, and sustaining competitive advantage. This actively participates to the Group's promotion of cutting-edge technologies and scientific excellence to contribute to global development and to building a more equitable world. Partnering with the Women's Forum will allow Airbus Group to share its values and learn from industry partners and other stakeholders.

august & debouzy avocats

www.august-debouzy.com

Founded in 1995, August & Debouzy has grown into a leading French business law firm with 110 lawyers, including 26 partners, offering its clients a comprehensive range of legal services. August & Debouzy has always accorded a major role to women within its organization. More generally, our firm has always encouraged diversity among its members and we are proud to gather people from all around the globe. This commitment to diversity gives us a unique and innovative approach of our work.



www.baxter.com

A global, diversified healthcare company, Baxter International Inc. develops, manufactures and markets products that save and sustain the lives of people with chronic and acute medical conditions. At Baxter, we believe integrating Inclusion and Diversity principles into the way we work is key to ensuring a sustainable business that enables us to create products that advance patient care worldwide. As increasing the number of women leaders at Baxter is one of our primary Inclusion focus areas, we are proud to be a partner of the Women's Forum.



www.bcg.com

The Boston Consulting Group is a global management consulting firm and the world's leading advisor on business strategy. BCG partners with clients in all sectors and regions to identify their highest-value opportunities, address their most critical challenges, and transform their businesses. Its customized approach combines deep insight into the dynamics of companies and markets with close collaboration at all levels of the client organization. This ensures that its clients achieve sustainable competitive advantage, build more capable organizations, and secure lasting results. Founded in 1963, BCG is a private company with more than 81 offices in 45 countries.



www.capgemini.com

Capgemini has decided to renew for the third time its partnership with the Women's Forum. As such, the Group wishes to contribute to the current debate by bringing ideas and concrete solutions to live in a fairer world. It's a chance for us to express our conviction that women play a key role to build our future. It also represents a great opportunity for some of Capgemini best female middle and top executives to meet each other and remarkable worldwide leading figures. Capgemini expects this event to help them return more inspired and motivated to take a greater part in the company's governance and contribute to improving professional gender equality. To conclude, this unique event will allow us to share our commitments in an informal and friendly environment.



www.coca-colacompany.com

The Coca-Cola Company is the world's largest beverage company, refreshing consumers with more than 500 sparkling and still brands in more than 200 countries. With an enduring commitment to building sustainable communities, the Women's Forum is a great opportunity for an open platform for listening, learning and innovative action. We believe in the power of partnership between business, government and civil society to unlock the multiplier effect and build a new and exciting future for women across the world.



www.egonzehnder.com

Egon Zehnder is the world's largest privately-held executive search and talent strategy firm, with more than 420 consultants and 68 offices in 41 countries. We operate as a single firm worldwide. Our core services include Executive Search, Board Consulting, Leadership Assessment, and Leadership Development. As a truly global, equal partnership comprising male and female colleagues at all levels and including many cultures, languages, and beliefs, we have a deeply personal appreciation for the value of diversity – for us and for our clients. Diversity and inclusion is a sound business imperative. We are proud to be part of the Women's Forum and the sponsor of the Rising Talent initiative.



www.eurazeo.com

Eurazeo is one of the leading listed investment companies in Europe with €5 billion in diversified assets. Its mission is to identify, accelerate and enhance the transformation potential of companies in which it invests. Eurazeo is notably either a majority or key shareholder in Accor, ANF Immobilier, Asmodee, Desigual, Elis, Europcar, Foncia, Fonroche, Moncler, Rexel, and smaller companies such as Dessange or IES Synergy. Eurazeo, which seeks to deliver sustainable leadership for its portfolio companies, has founded its investment philosophy on five deep-rooted values – Boldness, Independence, the Long Term, Expertise and Responsibility – a vision it shares with The Women's Forum for the Economy and Society.



www.exxonmobil.com

ExxonMobil is the largest publicly-traded international oil and gas company. In addition to providing more than US\$80 million of support for women in developing countries and emerging markets since 2000, we also look for opportunities to leverage our talented global work force; utilize our competencies in business management and technology; and raise awareness of the importance of advancing economic opportunities for women. Partnering with the Women's Forum helps move this global effort forward.



www.hoganlovells.com

Hogan Lovells is a global legal practice that helps corporations, financial institutions, and governmental entities across the spectrum of their critical business and legal issues globally and locally. We have over 2,500 lawyers operating out of more than 40 offices in Africa, Asia, Europe, Latin America, the Middle East, and the United States. Our practice breadth, geographical reach, and industry knowledge provide us with insights into the issues that affect our clients most deeply and enable us to provide high quality business-oriented legal advice to assist them in achieving their commercial goals. Hogan Lovells is distinguished by a highly collaborative culture which values the contribution of our diverse team both within Hogan Lovells and in the wider community.



www.hyatt.com

Hyatt is a proud partner of this year's 2014 Women's Forum Global Meeting in Deauville. We are a global hospitality company with widely recognized, industry leading brands built from a rich tradition of innovation. Hyatt is focused on being the preferred brand for all guests and colleagues around the globe, with a special focus on women. We are committed to supporting the needs of our female travelers, as well as our colleagues and beyond, including growth, development, educational opportunities, career placement, and travel experiences. For more specific information on some of the ways we are helping female business travelers on the road, visit www.experience.hyatt.com.



www.lenovo.com

Lenovo is a US\$39 billion personal technology company & the largest PC maker in the world. Dedicated to engineered PCs & mobile internet devices, Lenovo's business is built on product innovation, efficient global supply chain and strong strategic execution. Its product lines include Think-branded commercial PC and Idea-branded consumer PC, servers, workstations & mobile internet devices, including tablets and smartphones. Lenovo is a global company, valuing diversity & cultural integration. Lenovo launched the "Women in Leadership" program in 2007 to address key priorities that would support women's growth. Lenovo is proud to be the Official Technology Sponsor of the Women's Forum since 2006.



www.lir.asso.fr

LIR is an innovative think tank dedicated to imagining tomorrow's health. Its membership regroups 16 European, American and Japanese pharmaceutical groups. LIR provides highly pertinent and reliable analysis, through the work of its experts, on a broad range of issues: scientific research, healthcare economics and research investment. LIR conducts constructive debate key issues about research, therapeutic efficacy and financial balance of the healthcare system.

LIR aims to drive proposals reinforcing therapeutic progress, strengthen ties between public and private research, shape a more efficient healthcare system making France an attractive prospect for R&D investors.



www.mazars.com

Mazars is an international, integrated and independent organization, specializing in audit and consulting, and relying on the expertise of 13,800 professionals in 72 countries. Diversity is one of Mazars' unifying values and a key asset for its long-term future, illustrated through the success of its book "A women's world, a better world?" and its two previous surveys "The Y Revolution" and "What do men think?" focusing on the perspective of Gen Yers and men on gender equality. This year, Mazars is launching its new international survey focusing on the opinion and perspective of 3 generations of women all around the world on gender equality in its diverse forms.



www.mercer.com www.oliverwyman.com

Mercer and Oliver Wyman are wholly owned subsidiaries of Marsh & McLennan Companies. Mercer is a global consulting leader in talent, health, retirement and investments. Mercer helps clients advance the health, wealth and performance of their most vital asset – their people. Oliver Wyman is a global leader in management consulting. Oliver Wyman combines deep industry knowledge with specialized expertise in strategy, operations, risk management and organization transformation. Together, inclusive leadership and encouraging diversity is our priority and long term focus. We actively engage in dialogues with business leaders to foster a diverse culture in the workplace and society.



www.nestle.com

With sales of CHF92.2 billion in 2013, Nestlé is the world's leading nutrition, health and wellness company. "Good Food, Good Life" is the promise we commit to everyday, everywhere – to enhance lives, at each stage of life with good food and beverages. Headquartered in Switzerland, the company employs 333,000 people and has 447 factories worldwide. At the Women's Forum, Nestlé will illustrate initiatives along its value chain to empower women, which is key to the future success of our company.



www.paypal.com

PayPal puts people at the center of everything we do. Founded in 1998, we continue to be at the forefront of the digital payments revolution, giving people direct control over their money. Through our innovations, we make transactions easier for over 152 million active registered accounts by helping people and businesses receive and make payments in more than 100 currencies in 203 markets across the world. PayPal is excited to partner the 10th anniversary of the Women's Forum Global Meeting. The Women's Forum is known for bringing together leaders from a wide array of fields, and we at PayPal look forward to being a part of the creative exchange of ideas and innovative programs that are possible when the best and brightest minds in business, government and education intersect.



www.roche.com

Roche SAS, French subsidiary of F. Hoffmann-La Roche Pharmaceutical Group, discovers, develops and provides innovative therapeutic products for currently unmet medical needs. Excellence in science, ethics and access to innovation for patients are our commitments. We aim at answering medical and societal challenges in five major therapeutical areas: oncology, virology, inflammatory diseases and central nervous system. Roche proposes therapeutic solutions today and innovates for tomorrow. As a company with a unique profile in terms of the advancement of women, Roche France is delighted to participate in this edition of the Women's Forum Global Meeting.



www.safran-group.com

Safran is a leading international high-technology group with three core businesses: Aerospace (propulsion and equipment), Defence and Security. Operating worldwide, the Group has 66,300 employees and generated sales of €14.7 billion in 2013. Working alone or in partnership, Safran holds world or European leadership positions in its core markets. The Group invests heavily in Research & Development to meet the requirements of changing markets, including expenditures of €1.8 billion in 2013. Safran is listed on NYSE Euronext Paris and is part of the CAC40 index.



www.vitra.com

Vitra is a Swiss company dedicated to improving quality of homes, offices and public spaces through the power of design. Our products and concepts are developed in an intensive design process, which brings together our engineering excellence with creative genius of leading international designers. It is our goal to create interiors, furniture and accessories that are functional and inspiring. Longevity of materials, construction and aesthetics is our leading principle, as demonstrated by our Classics. Initiatives like Vitra Campus architecture, Vitra Design Museum, workshops, publications, collections and archives are all integral elements of Vitra.

They give us the opportunity to gain perspective and depth in all our activities.



www.pommery.fr

All over the world, since it is their favorite wine, champagne is often linked to women. Following the steps of Madame Pommery, who started in 1836 the company that is now well-known as Vranken-Pommery Monopole, we are happy to introduce you to an entire universe dedicated to the know-how of her champagne. It is with this vision that the group became committed from the very beginning to create The Women's Forum for the Economy and Society to develop together the strong ideas of the world of tomorrow.

EVENT PARTNERS



www.altran.com



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www.gsk.com



www.thalys.com



www.iese.edu



www.unilever.com



www.kpmg.com



www.voxfemina.asso.fr



www.kusmitea.com



www.womenmovingmillions.org



www.oakfnd.org



www.musee-orsay.fr

The Musée d'Orsay celebrates Women through several projects with Impressionism and Fashion (autumn 2012), Frida Kahlo (autumn 2013)... In 2013, the Musée d'Orsay has launched the Women Patrons Circle of the Musée d'Orsay and Musée de l'Orangerie with its partners : the InterElles Circle, the French Women Chief Executives Association, the Fédération Pionnières and Communication & Entreprise. A unique initiative, this Circle is an example of the resolve to give public recognition to Women, by responding to current societal issues: equality, equal professional opportunities, education... It means making the economic players aware of these issues, and creating a genuine platform for exchanges.



www.oecd.org

The OECD is the international organization that helps governments to raise living standards and increase well-being through policy advice and co-operation. It is frequently referred to as a global policy network because of its unique way of working. Each issue is closely studied by a committee made up of experts from each country. The common goal of all committees is to find policy solutions to current and future challenges, whether global or local. Advice is based on comparing and analyzing international data, provided by governments. Most of this work has an economic angle, because policy solutions must be economically viable and strong economies have a greater capacity to improve living standards.



www.euractiv.com www.euractiv.fr

EurActiv, the European Media Network present in 12 EU capitals, publishes free EU news and facilitates EU policy debates for policy professionals in 12 languages. With 2.8+ million page views and 660,524 'unique visitors' per month, EurActiv is the leading online media on EU affairs. We address 80% of our readers in their own language. EurActiv targets EU policy and business stakeholders, journalists, NGOs and other multipliers across Europe. EurActiv provides a 'one-stop shop' where users can compare major stakeholder positions, original source documents, videos and informed opinion from EU bloggers. EurActiv is proud to be a Media Partner of the Women's Forum 2014 in Deauville.



FRANCE
MÉDIAS
MONDE

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

France Médias Monde, the group in charge of French international broadcasting services, comprises three media: the trilingual news TV channel France 24, the international radio station RFI and the Arabic-language radio Monte Carlo Doualiya, all defending shared values such as human rights, gender equality and promotion of diversity on a global scale in 14 languages. The three French international media pay particular attention to the status of women around the world and feature topics and programs about the realities women face in all areas. They are also committed to gender equality within their respective companies. RFI, France 24 and Monte Carlo Doualiya are pleased to support this edition of the Women's Forum.



www.huffingtonpost.fr www.huffingtonpost.es
www.huffingtonpost.co.uk

"It would be futile to attempt to fit women into a masculine pattern of attitudes, skills and abilities and disastrous to force them to suppress their specifically female characteristics and abilities by keeping up the pretense that there are no differences between the sexes", Arianna Huffington. With 11 editions around the world, The Huffington Post has featured some of women's greatest voices in the world. Politicians, entrepreneurs, mothers, celebrities, world leaders: many amazing bloggers who defended their own vision on how they could change the society. Something greatly shared with The Women's Forum goal to promote women's voices, and to help them strengthen their representation as experts.

International New York Times

international.nytimes.com

International New York Times is a leading international news source for opinion leaders and decision-makers around the globe. It is part of The New York Times Company, a global media organization dedicated to enhancing society by creating, collecting and distributing high-quality news and information. It is known globally for excellence in its journalism, and innovation in its print and digital storytelling.

International New York Times includes the journalism of The New York Times, tailored for a global audience, with dedicated newsrooms, in Paris, London, Hong Kong and New York. International New York Times succeeds the International Herald Tribune. For more information visit NYTCo.com.

Styles

www.lexpress.fr/styles/

L'Express Styles, a weekly feminine news brand with a double editorial offer: The unique look of a feminine magazine, with an iconographic singularity and quality, and the reactivity and expertise of a contemporary news magazine. Unexpected meetings, exceptional previews, audacious silhouettes, but ultimately a style which stays accessible. Styles online, an exclusive online fashion analysis: previews, exclusive insights into Fashion Weeks Aware of the increasing power of women, L'Express Styles makes a large space for topics about the realities they face, at work or in their private life, and is very happy to support the 10th edition of The Women's Forum Global Meeting by publishing a special Women's Forum Issue.

les affaires

www.lesaffaires.com

Les Affaires is the only media group to contribute to the professional and personal success of Quebec businesspeople. It is an unparalleled source of specialized information through its weekly newspaper, website, personal finance magazine, and some 50 events a year. Over the past five years, Les Affaires has held an annual conference on women in leadership, which has become an industry mainstay. In January 2013 Géraldine Martin took the helm of Les Affaires as editor-in-chief and assistant publisher, marking the first time in its 86 years history that the group has been led by a woman.

Les Echos

www.lesechos.fr

Les Echos is a leading newspaper and a reference brand which covers all the economic information in a constant completeness and quality, regardless of the medium used. In a complex and uncertain economic environment, economic actors need now more than ever a reliable, accurate and innovative media. The editorial excellence and expertise of Les Echos provide the readers effective economic information, which helps in decision making. “We have supported the Women’s Forum since its creation. We are aware of women’s increasing power, of their contribution to economic growth and their influence on our societies’ future great issues.”

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60^e ANNIVERSAIRE
marie claire

www.marieclaire.fr

Marie Claire has always upheld strong humanistic values. It has picked up and accompanied women’s greatest trends and aspiration. Marie Claire takes pride in its difference, anticipates the evolution of women’s lives, and provides them with emotion and engagement through unique investigative reports. In the 34 countries where it is present, Marie Claire has championed great causes. The magazine defends the cause of women, militates for their emancipation, supports their struggles, and denounces the crimes committed against them. It has also started its own actions to fight Breast Cancer, and organizes manifestations that aim at helping society evolve. Marie Claire is pleased to support this edition 2014 of the Women’s Forum with the “Women for Change” Award.



www.altran.com



www.cokecce.com



www.diverseo.com

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