

WOMEN'S FORUM MEXICO. 16

27-28 April 2016



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Clara Gaymard

President,
Women's Forum for the Economy & Society

Women in Mexico have made significant economic and social progress in recent years, thanks to effective government policies, the hard work of nongovernmental organizations, and the rise of powerful women's networks.

What is needed now is to focus on how women can more fully integrate into the country's political, economic, and societal processes. Not just for the benefit of women – for everyone.

As more women enter the workforce, as more women advance into decision-making roles, poverty will decline and economic growth will increase. That is as true in Mexico as it is everywhere else. So how to achieve this?

The answer lies in the theme we have chosen for Women's Forum Mexico: **Co-creando junt@s / Co-creating together.**

Organized by the Paris-based Women's Forum for the Economy & Society, Women's Forum Mexico is an unprecedented opportunity to showcase Mexico's talent and creativity while fostering international cooperation.

Our discussions have drawn upon the experience of leaders across all sectors, both men and women, from North and South America, from Europe and from around the Caribbean, with a Special Delegation from Cuba.



Jacqueline Franjou

CEO,
Women's Forum for the Economy & Society



Jean-Christian Agid

Director,
Women's Forum Mexico 2016

KEY FIGURES



30+
SESSIONS



850+
DELEGATES



30
COUNTRIES
REPRESENTED



21%
MEN



300+
MEDIA STORIES
& MENTIONS



100+
SPEAKERS



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Ana Mondragon - Alexandra Vitard



Row above from left to right: Rosario Perez - Alexandra Vitard - Magdalena Zapata - Alexa Von Wobeser - Aura Mione - Luz Marina Martinez - Jacqueline Franjou - JC Agid - Altair Jarabo - J.-Victor Martinez - Alejandro Cardoso
Row below: Pilar Castillo - Ana Mondragon - Ana Maria Salazar - Lourdes Berho



Altair Jarabo - Maria del Carmen Bernal



J.-Victor Martinez - Elizabeth Vazquez

WOMEN AND MEN SHOULD RULE THE WORLD TOGETHER

(Excerpts from Altair Jarabo's speeches at the Women's Forum Mexico)

Welcome address

Altair Jarabo

Actress and Entrepreneur,
Rising Talents Mexico 2016,
Presenter of Women's Forum Mexico 2016

“When Beyoncé asks the questions, ‘Who runs the world? Who makes the decisions, men or women?’ – the answer should always be *both*: women and men. We must run the world and decide together. Our world is a world of diversity and should be one of inclusion and respect. It should be a world that we can change all together as men and women. As the motto of this first edition of Women's Forum Mexico points it out: we should co-create, together.

Let's have the voice of the women heard; let's be part of the conversation and share our vision. Let's be loud and creative; and let's listen to one another. So that we can all create a world of progress and tolerance.

Among the 800+ delegates at Women's Forum Mexico, more than 20% are men. These men are pioneers because they realize the benefits of creating more opportunities for women in the workforce and the economy. This will only lead to stronger countries, healthier economies and a better society.

Our delegates are CEOs, politicians, entrepreneurs, artists, athletes, journalists, authors, diplomats, lawyers, scientists, auditors, consultants and many more.

Among them, there are also two friends I have made through the Women's Forum for the Economy & Society. Recently, they

came towards me and gave me some wonderful, completely unexpected personal and professional advice. Totally flabbergasted, I asked them what I could do in return. “Whatever I can do at my level to help you, I will,” I told them. But in a unified voice, they both answered: “Altair, at some point in your life or your career, you will meet a woman whom you are going to help; and at that moment, our debt will be paid off.”

Helping women starts with spending time helping them gain access to education.

If we want more women on boards and in executive committees, in politics and why not, someday, a woman President in Mexico; if we want more women engineers, in science, and art, we need a different educational system that will let more Mexican girls develop their talents and access to work.

As Sheryl Sandberg said, women need to lean in and swim against the current to obtain the jobs and the salaries that they deserve. But nothing can happen without commitment from the top. CEOs don't look for enough women to fill leadership positions; they don't generate an ecosystem to foster this. We need more CEOs – women and men CEOs – championing gender equality.”



Altair Jarabo - Jacqueline Franjou - Claudia Ruiz Massieu - Karla Mawcinitt - María Lucero Saldaña Pérez

Is Women's Forum Mexico Really Necessary?

Welcome address:

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

“**W**omen in Mexico have been gathering at conferences since at least as far back as the Primer Congreso Feminista in 1916. Which brings up a question: Considering the advances women have made in Mexico over the last century, *is this conference really necessary?*”

I am sure nobody in this room will be surprised by my answer. And I am sure some of you get these kinds of questions all the time:

- “Shouldn't women acknowledge how far they have come?”
- “Shouldn't they be grateful for what they have?”
- “Shouldn't they move on?”

The implication, of course, is that we should stop moving on. Or maybe we should start moving backwards.

We can all agree that the circumstances of women in Mexico and elsewhere have improved on the whole, but just because we have managed to make some progress, does that mean we should stop ourselves from making more progress?

I say, let's meet as long as we need to meet in order to create more opportunities for more women; no matter where we are or who we are; and no matter how many times we are told to be grateful for what we have or, more likely, to accept what we do not have.

Do not worry. As soon as women are able to achieve everything we deserve as equal members of the human species, I will be the first to raise my glass at the last and final Women's Forum meeting. Until that time comes – *Yes*, I do believe it is not only necessary, but *essential* to continue having the kinds of discussions that will take place here today and tomorrow.

If Women's Forum has any single message to convey, it's that we must stop seeing gender inequality as simply a moral or societal problem, a problem that might be remedied by passing a law or “doing the right thing” on a case-by-case basis. We prefer to shift the debate to the economic sphere, to do the math. Women account for half the world's working-age population. As more women enter the economy, poverty declines and economic growth increases.

This is true whether we are in Mexico or in France, Myanmar or Brazil, Belgium or Italy or the UAE – countries where the Women’s Forum for the Economy & Society has played a role in enabling women’s voices to be heard.

“Co-creando junt@s” – the theme we have chosen for Women’s Forum Mexico – is as relevant today as it would have been a hundred years ago. When the First Feminist Congress was taking place in 1916, women deliberated on how to secure the support of men. That kind of inclusive approach has been a hallmark of our meetings since the Women’s Forum was launched in France in 2005.

If you seldom hear us use the term “women’s issues,” it may be because our issues are as vitally important to men as they are to women.”



NURTURING OUR CO-CREATION

hosted by Alchemia and Instituto Xilonen

Speakers:

Lourdes Berho,

CEO, Mexico Tourism Board

Founder and former CEO, Alchemia “In the Business of Transformation”

Mayra Hernández González,

Founder, Instituto Xilonen

From the 2014 Women’s Forum Global Meeting in Deauville, France, to ‘Co-Creando Junt@s in Mexico City

By Lourdes Berho, Founder and former CEO, Alchemia “In the Business of Transformation” and CEO of CPTM (Mexico Tourism Board)

[excerpts]

“Two years ago, a group of 50 women and men from all positions and disciplines comprised the Mexico Delegation to the Women’s Forum Global Meeting, the annual meeting of the Women’s Forum for the Economy & Society in Deauville, France.

When Christine Lagarde spoke that year and delivered a very emotional message, I turned around and saw a woman from Asia whose name I did not know. Yet we hugged because we were so moved, and I knew at that moment we would go back to our cultures, our countries with something we had received there.

Since that conference, the Mexican delegates have become a sisterhood, a group of friends and accomplices, and since then, we have been working together in co-creating.

Many organizations talk about or have embraced the concept of co-creation. It comes from the verb *creare*: to create. Co-creation is the action of giving existence to something from nothing.

Before co-creating we co-exist – in a country, in a community, in our families, in companies, with our partner or significant others, but we are always creating along with something that has already been created. We cannot face the challenges of what we want to achieve as women without a spirit of co-creation.”

Nurturing our holistic co-creation

By Mayra Hernández González, Founder, Instituto Xilonen

[excerpts]

“There are different dimensions for spiritual co-creation. The main one is with ourselves when we take the time, and if we dare to look at what is inside us, what is in my body and in my thoughts the way we could look at what stands behind a fabric.

Looking at what hides inside of us is an individual process that takes a different length of time for each of us. Yet what we finally dare to see is something really beautiful.

Here the fabric protected a crystal full of life, full of energy and really robust: that is what we have inside of us. It connects us with our superior being. It also connects us with our inferior being too, the one that tells us we are not good enough, the one that drives all the fears.

That is when we should go into a more elevated way of co-creating. A co-creation with God or with nature. We can call it by different names but here it is: it is related to a bigger force that concentrates all the energy and nature.

In this form of co-creation, we make the conscious decision to develop a better energy.

Co-creation among women who are working together can generate a great unity of power. Women have a very different strength than men: it is not about trying to beat them nor to compete against them. It is about bringing our wisdom and our compassion to act in harmony.

That is why it is very important that we all co-create together, united, and with men.”



Mayra Hernandez González



Lourdes Berho



OPENING KEYNOTE ADDRESS BY CLAUDIA RUIZ MASSIEU

Keynote address:

Claudia Ruiz Massieu,
Secretary of Foreign Affairs,
the United States of Mexico

Mexico's recent reforms have led to opportunities for women.

Reforms in education, energy and telecoms have allowed the creation of new opportunities for women, Foreign Affairs Secretary Claudia Ruiz Massieu, representing Mexican President Enrique Peña Nieto, explained in her keynote address. The presence of women in leadership positions needs to be normalized, and men need to be encouraged to join this fight for gender equality so that the 21st century really is the century of women, she said.

Education reform "has to do with acquiring knowledge and skills as well as with our boys and girls having not only access to quality education in a dignified environment (...) but also acquiring a vision of a world that's based on the undeniable conviction that men and women are equal. We have the same capacities and we must have the same opportunities to reach our dreams and to attain them." Recent infrastructure investments lead Mexico's development and constitute the most important reforms to reach gender equality. "For every additional year of education a woman receives, child mortality is reduced by almost 10%."

Energy reform has also created new opportunities for women who run three out of five small and medium-sized companies in Mexico. It has engendered a decrease in the price of gas, electricity and power, thus helping these companies to grow. Claudia Ruiz Massieu underlined the fact that women's work and income are necessary to break cycles of generation of poverty and marginalization, as established by the World Labor Organization.

Finally, telecom reform has led to more efficient and cheaper communication and wider Internet access. "This not only helps us close the digital gap, but it also helps us start closing the equality gap between men and women by granting women greater access to information."

As women represent 51% of the Mexican population, the country cannot afford not to tap into their potential, explained the Secretary of Foreign Affairs. It is in the interest of the Mexican society to close the gender gap and empower women, she explained. It is a matter of human rights and common sense: "If women do well, everyone in society does well."

Yet despite the progress that has been made, women remain at a disadvantage and vulnerable to violence because of their gender. The Secretary of Foreign Affairs outlined two main strategies to resolve this discrimination:

1) Normalization of women in the public and private sphere: “It is about instituting a new norm where seeing women in CEO positions or leadership positions in politics or in society is no longer something strange.”

2) Participation of men in the fight for gender equality: “This is not only a fight for women’s rights, but for human rights.” Men need to be part of the dialogue to build “a society that grants rights to everyone, together.”

Claudia Ruiz Massieu emphasized the need for influential personalities to take strong positions on women’s empowerment and suggested we go as far as rethinking the approach to empowerment, “which holds that major change is sometimes limited -- as a measure of success -- to upper-management positions, both in the public and private sectors, while middle management and lower-level positions are left as-is.”



ENERGY, TELECOM, INFRASTRUCTURE: IMPROVING WOMEN'S ACCESS TO THE NEW OPPORTUNITIES

Moderator:

Alicia Salgado,
Columnist, Excelsior

Speakers:

Rebecca Pearson,
Director, Lubricants Marketing, Americas, ExxonMobil

Carmen Segoviano,
Enterprise Resource Planning Manager, ABB

Elizabeth Vazquez,
President & CEO, WEConnect International, and
Member of the UN High Level Panel on Women's
Economic Empowerment

Marcela Velasco,
Chief Marketing Officer, Telcel/America Móvil and
Co-founder, Aurea

“The opportunity is for women to really think bigger about our role in the economy (...),” explains Elizabeth Vazquez, President & CEO of WeConnect International. “The real money is in infrastructure, telecom, energy, and finance.”

Opportunities exist for women in the supply chain for large corporations, as well as in positions within these companies, even when they are in male-dominated industries.

Increasing the economic participation of women in the supply chain

As Claudia Ruiz Massieu, Secretary of Foreign Affairs of the United States of Mexico, explained in her keynote address, energy and telecommunications reforms have allowed SMEs to have more assets to succeed. Lower gas and electricity prices is one of the significant benefits for small businesses in Mexico, where three out of five SMEs are run by women. The reforms are aimed at helping small businesses improve their chances of becoming part of a large corporation's supply chain, and for women-owned businesses, this also means a chance to be part of a diversity strategy.

ExxonMobil is one of the many companies who believe that diverse teams equal more productivity, says Rebecca Pearson,

ExxonMobil's Director of Lubricants Marketing for Americas: “We have a very strong supplier diversity program (...) because we want to encourage women-owned businesses to look for opportunities in the energy and infrastructure industries.”

In order for women to become key players in the supply chain, they must know what these sectors need, Elizabeth Vazquez points out: “On the supply side, align your passion and your ability with what the world pays for.” She cites two requirements:

- 1) **Knowing one's market:** What, how, when and where to source products; and learning how to compete and win.
- 2) **Taking risks:** “Women tend to go into sectors with low cost of entry, but those are also the sectors with the lowest potential for profit,” Ms. Vazquez explains. “We just need to be confident to take it to another level.”

At the end of the chain, the CEO of WeConnect asks the audience to imagine what would happen if women, who control 20 trillion dollars in annual purchasing power, were to spend just 10% on products from businesses run by women. “When we spend our money, we are literally voting for the world that we want,” she insists. “It is a wonderful opportunity (...) to demonstrate that we do want to invest in women.”

Increasing the corporate role of women in male-dominated sectors

The government reforms may also impact the participation of women within the energy and telecommunications industries. Some of the best advice comes from women who have succeeded in a male-dominated corporate world.

- **Decide what you want to do:** “You must make a formal decision on what you really want to achieve to make your dreams come true.” (Carmen Segoviano, Enterprise Resource Planning Manager for ABB).
- **Do what you are passionate about:** “If you do not find real meaning in your work, this will create a barrier preventing you from moving forward.” (Marcela Velasco, Chief Marketing Officer at Telcel/America Móvil and Co-founder of Aurea).
- **Be a risk-taker:** “We have to take risk, and learn how to manage risk as well.” (Carmen Segoviano)
- **Keep training:** “Constant education and training are important, especially in IT because things change very quickly.” (Carmen Segoviano).
- **Improve your networking skills:** “Show interest in internal projects, be more often with your peers in other activities, ask management about projects they may have in mind.” (Marcela Velasco).
- **Find allies:** “Find allies (...) who understand and support you.” (Rebecca Pearson) “Look for people internally who will help you grow (...). We need mentors, we need to create teams that will give you that boost upwards.” (Marcela Velasco).



Rebecca Pearson



Carmen Segoviano



Marcela Velasco



Elizabeth Vazquez

THE STATUS OF WOMEN IN MEXICO: WHAT STILL NEEDS TO CHANGE?

Moderator:

María del Carmen Bernal,

CEO, Research Center for Women in Senior Management (CIMAD) and Professor of the Human Resources Management Department, IPADE Business School

Speakers:

Nidialys Acosta Cabrera,

Founder, NOSTALGICAR

Lorena Cruz Sánchez,

President, Instituto Nacional de las Mujeres

Patricia Mercado,

Minister of Government of Mexico City

Luis Rubio,

Chairman, CIDAC

To change the status of women, culture must evolve.

The speakers in this session wonder how to create new and equal roles for women, following up on one of the messages delivered in a keynote address by Mexico's Secretary of Foreign Affairs Claudia Ruiz Massieu. Ms. Ruiz Massieu had elaborated the concept of "normalization of women," whereby the presence of women in leadership positions would no longer seem strange.

Luis Rubio, chairman of CIDAC (Center of Research for Development), denounces endemic chauvinism in Mexico, which manifests itself in the impunity for violence against women.

María del Carmen Bernal, CEO of CIMAD and professor, explains that change must come from the family, from the educational system, and from the government. The effort must involve all actors of society. We can all be actors of this change: "It depends on our decisions and on how we work with institutions."

Improvement at home

Home is the first place where mentalities must change. Nidialys Acosta Cabrera, the founder of NOSTALGICAR, points out that education given to children in the family setting can transform the historic role attributed to women: "It is up to us to show them a different role model." She explains that a change in mentality

becomes more complicated when different generations live under the same roof, as elderly people tend to perpetuate a gender-based distribution of roles.

Improvement at school

A main obstacle is that families don't always see school as a priority for their daughters. "One of the great challenges we have is for girls to go to middle school and high school and finish a degree," notes Lorena Cruz Sánchez, President of Instituto Nacional de las Mujeres. Not only must all girls have access to schools, but curriculums should also promote inclusive education by eliminating stereotypes typically associated with boys and girls, says Ms. Cruz Sánchez. Books and textbooks used in schools should present clear and absolute equality of genders, Mr. Rubio adds. Access to education and to job opportunities is essential to achieve gender equality.

Improvement in society

Mentalities must therefore change in society. When women are able to work, they still face a double workload: they are responsible for domestic work combined with their work outside, according to the President of Instituto Nacional de las Mujeres. "We cannot think of becoming a developed country if we do not have the infrastructure for women to incorporate and join



Luis Rubio

the workforce,” she says. Patricia Mercado, Minister of Government of Mexico City, insisted on the responsibility of caretaking that falls to women, identifying it as an inevitable and “cultural paradigm that appears at every stage of women’s life.” Structural reforms need to be undertaken in order to free women from this burden.

Such evolution requires a general involvement from women and men. According to Ms. Mercado, the Mexican society must generate a “new gender agreement between men and women that also has to be embraced by the government and its institutions” in favor of equality. Changes in the legislation are not sufficient; they must come with cultural evolution and everyday actions, she states.

Mr. Rubio asserts that “it is more about changing practices than changing laws (...) Of course we have to change laws, but in this country law and practices do not go hand-in-hand in many cases.”



Nidialys Acosta Cabrera - Lorena Cruz Sánchez - Patricia Mercado - Luis Rubio - Maria del Carmen Bernal



Lorena Cruz Sánchez

ASSUMING THE RESPONSIBILITIES OF BECOMING POWERFUL

Hosted by *Expansion*

Moderator:

Alberto Bello,

Editorial Director for Business Media, Grupo Expansión

Speakers:

Mayra González,

VP Marketing & Sales Nissan Mexicana

(confirmed as Nissan Mexicana CEO as of July 1st).

Estelle Metayer,

President and CEO, Competia,

Member of the Board, Ubisoft, Zag Bank, BRP

Samantha Ricciardi,

Country Head, BlackRock Mexico

Josefina Vazquez Mota,

Member of the Mexican Congress

and former Secretary of Development

As an only child with divorced parents and facing exclusion from her classmates, Samantha Ricciardi, Country Head of BlackRock in Mexico, learned to be perseverant and to stand up.

“Take the elevator when the door is open,” echoes the Canadian President and CEO of Competia Estelle Metayer.

Mayra González, CEO of Nissan Mexicana (as of July 2016), emphasizes that it was her education that helped her to feel confident about her talents and enabled her to reach such success in the traditionally male-dominated automotive industry.

Josefina Vazquez Mota, the first woman from a major political party to run for presidency in 2012, faced a reticent family when she decided to run for Congress and learned how to stop asking for permission.

With leadership and “power” comes responsibility.

For some women, it of course means understanding the scope of their new influence; it also means understanding their roles to create greater opportunities and ways for other women to move up the ladder of power, whether through visibility, independence, confidence, mentoring, networking, quotas, targets,

or just a principle, such as “not asking for permission” to be ambitious.

Four concepts to define women’s responsibility in powerful positions:

1. **Authenticity and ethics**, says Ms. Ricciardi, who explains that “being responsible for women means listening to people in order to re-question yourself.”
2. **Awareness** that the decisions a leader makes has a direct impact on consumers is a different side of the responsibilities held by a leader, adds Ms. Metayer (herself entrusted by 55 million consumers through the different boards she sits on).
3. **Coherence and consistency**: “If you are not capable of governing yourself, how can you try to execute a leadership over people that watch you all the time?” asks Ms. Vazquez Mota.
4. **Meeting targets**, insists Ms. González. Responsibility “implies providing the results the company expects (...) and to create more leaders.”

Five ideas to have more women in leadership positions:

1. **Visibility** is your network and the ability for people to see your work and your interest, says Ms. Metayer. “It is like building a two-wheel bicycle. The back wheel is the skill-set you have, and that is what gives you the power and the speed with which you pedal. But if you don’t have the front wheel, which is visibility, you won’t get very far.”
2. **Mentoring and networking.** All the speakers emphasize the importance of mentoring programs among companies and of networking.
3. **Quotas** are sometimes necessary, Ms. Metayer explains. “Quotas work to change mindsets – but they should not be there for the long-term.” Ms. Ricciardi considers though that they only solve a short-term problem and regrets they are not always based on talent. Yet such quotas can be beneficial for companies, as a Grupo Expansión study demonstrated: “Companies with more women on their board are much more profitable; they grow much faster and better,” says Alberto Bello, Editorial Director for Business Media, Grupo Expansión.
4. **Developing one’s confidence.** The glass ceiling is sometimes created by women themselves, Ms. González says. “We have to raise our hand and we have to dare,” she adds. “I would invite everyone to raise your voice and to become more intense, all the time.”
5. **Be independent.** Ms. Vazquez Mota emphasizes the importance of women’s economic freedom, without which victims of violence cannot be free of their assailants. Such independence allows women to move forward without anyone’s endorsement or rebuttal.

Being a leader “is not about pleasing everyone. It is about taking decisions on time,” Ms. Vazquez Mota concludes.



Samantha Ricciardi



Mayra González - Josefina Vazquez Mota



Alberto Bello



Estelle Metayer

AN INTERVIEW WITH NISSAN MEXICANA'S MAYRA GONZÁLEZ

Mayra González,

CEO Nissan Mexicana (as of July 1st, 2016)

Former VP Marketing & Sales, Nissan Mexicana

For which reasons is your company a partner of Women's Forum Mexico 2016?

The Renault-Nissan Alliance has been supporting the Women's Forum since 2006, providing an update on gender progress and diversity every year. In this regard, for Nissan Mexico it's imperative to partner with the first Women's Forum Meeting in our country, in order to be a part of the Mexican and Latin American women's debate to the inclusion and participation of women in business, academia, politics and society. Additionally, Women's Forum objectives are completely aligned with those of Nissan towards closing the gender gap and contribute with actions and solutions to open new social and economic opportunities for women in Mexico.

What is your company doing differently to help women advance in their careers?

Nissan distinguishes itself for being a diverse and inclusive company, and gender diversity is one of its top priorities to promote. The different programs, committees, certificates, conferences, courses and debates that the company implements to support female talent around the world are a proof of that. To foster gen-

der equity in Mexico represents an evolution process. To include women in the automotive business reflects a rational thinking behind it, for it is proven that 80 percent of the purchase decision comes from women. In recent years, the percentage of women working in Nissan has presented a significant increase, particularly in senior management positions.

How to ensure that more women are included with men in new economic opportunities opening up in Mexico?

Closing the gender gap is not an easy subject, but through continued actions, we've managed to break some paradigms in Mexico. If we want to maintain a constant rhythm of economic growth, besides developing the right number of jobs, we should foster greater access to education, learning, training and inclusion of women in the labor market. If a higher number of women are involved in the labor market, the Gross Domestic Product for our country may increase. This is why, in addition to education, it's important to foster balanced participation between women and men, as well as establishing the right measures to strengthen women's access to economic opportunities, equal treatment and freedom from discrimination.



Mayra González



Airton Cousseau



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Nissan Motor Company cuenta con más de 247,500 empleados a nivel global en oficinas que promueven, entre sus principales valores, la diversidad de género.

En Nissan nos esforzamos por que nuestro personal sea un reflejo del mundo al que servimos y aprovechar nuestra diversidad es clave para continuar como la empresa líder en el país en ventas, manufactura y financiamiento.

Nuestro impulso es por la innovación.

DIVERSIDAD significa oportunidades de crecimiento y desarrollo para todos, respeto e inclusión de nuevas ideas, puntos de vista y experiencias.

Al fomentar una cultura de ética y transparencia, compartir nuestra diversidad y fomentar el talento femenino Nissan se fortalece a través de un mejor liderazgo, ambiente de trabajo y toma de decisiones.

Por ello construimos un equipo enriquecido y diverso tanto en las diferentes áreas que integran una operación de más de 15 mil empleados en el país; con una visión multicultural e intergeneracional.

Nissan ha sido socio de Women's Forum for the Economy & Society por casi una década.

Para esta primera edición en México compartiremos los avances alcanzados en México y a nivel global, integrándonos al gran debate así como a los retos, oportunidades y soluciones.

Nissan Motor Company has more than 247,500 employees worldwide on offices that promote diversity. One of our priorities is to promote gender diversity. At Nissan we strive that our staff is a true reflection of the world we serve and leveraging of diversity is key to continue as the leader company on sales, manufacturing and financial services. Our drive is innovation.

Diversity means opportunities for growth and development for all, respect and inclusion of new ideas, point of views and experiences.

By promoting an ethic and clarity culture, sharing our diversity and encouraging female talent, our company will be stronger through a better leadership, work environment and decision making.

Therefore we build a rich and diverse team both in the area of business, as in the manufacturing area, with a multicultural and intergenerational vision.

Nissan has been partner of Women's Forum for almost ten years.

For the first edition of Women's Forum for the Economy & Society in Mexico we will share all our achievements in the country and worldwide, getting in the conversation about the challenges, opportunities and solutions.





www.soytotalmentepalacio.com

SOY TOTALMENTE PALACIO

Establecida en 1888, El Palacio de Hierro es la tienda departamental líder en México que dicta las tendencias en moda, hogar, estilo de vida y tecnología. Siendo parte de Grupo BAL desde 1963, la cadena ha crecido a tener trece tiendas en el territorio mexicano.

El Palacio de Hierro funge como casa y tienda ancla en la región para las marcas de lujo, es retailer exclusivo en México para varias más y representa algunas otras marcas de moda con 150 boutiques independientes.

Dos formatos adicionales de comercio han nacido desde el paraguas de la compañía: Casa Palacio, tienda independiente especializada en el interiorismo de lujo y La Boutique Palacio, tienda-concepto que alberga una selección de lujo, moda y belleza.

2015 marcó un año estandarte para la compañía a través de la gran reapertura de El Palacio de Hierro Polanco. Mejor conocido como "El Palacio de los Palacios", la majestuosa tienda se ha convertido en el más grande espacio de lujo y retail en Latinoamérica.

Acuñada en 1996 por el Presidente de Grupo BAL, Don Alberto Baillères, la frase "Soy Totalmente Palacio", engloba el concepto que ha permeado como una declaración de identidad que se traduce en las historias de personajes que celebran su historia con la nuestra.

Established in 1888, El Palacio de Hierro is the leading luxury department store in Mexico setting the trends in fashion, home, lifestyle and technology. Belonging to Grupo BAL since 1963, the chain has grown to hold thirteen full-format stores throughout the country. El Palacio de Hierro houses and acts as a flagship anchor in the region for world renown luxury brands and is also Mexico's exclusive retailer for many others, while also representing brands with over 150 free standing stores. Two additional commercial formats have been created under the company's umbrella: Casa Palacio, a luxury home goods specialty store and La Boutique Palacio, a concept shop with a curated selection of luxury goods, beauty brands and fashion.

2015 marks a landmark year for the company through the grand reopening of El Palacio de Hierro Polanco as the flagship door. Also known as "The Palace of Palaces", with over 600,000 sq. ft. this majestic store has become the largest fashion and luxury space in Latin America confirming the company's vision and potential.

Coined in 1996 by the president of Grupo BAL, Don Alberto Baillères, the claim "Soy Totalmente Palacio" embodies a strong statement of identity, attitude and lifestyle which translates into the company's famed advertising campaigns which celebrate personal style and share the stories of real life characters that inspire through their unique lifestyles. With a steady expansion strategy, El Palacio de Hierro has managed to maintain and grow its brand equity through these impactful, cohesive and innovative marketing campaigns garnering accolades the world over.



ADVANCING MEXICO IN THE TECH ECONOMY: MAKING TECHNOLOGY A TOOL FOR INCLUSION

Moderator:

Rossana Fuentes-Berain,

CEO and Founder, Mexico Media Lab S21

Speakers:

Maria Teresa Arnal,

Managing Director for Spanish LatAm at Twitter

Former CEO, J. Walter Thompson Company MX

Veronica Elizondo Ortiz,

Chief Information Officer, Sigma Alimentos

Daniel Gómez Íñiguez,

Co-founder, Solben

Maria Teresa Arnal, who once left her safe position at Microsoft to launch and then sell a tech company to a large corporation, is now considered to be one of the top women in digital media in Latin America. It is no wonder she participates in the newly launched Mexican-government-sponsored Codigo X project to promote gender equality in technology.

Meeting with her mentee, a brilliant 16-year-old high school student, Ms. Arnal is flabbergasted that the young woman, who foresees herself pursuing a career in electrical engineering, with the ambition of building a renewable energy company, is awfully concerned she won't be able to wear a skirt once she starts studying at Politecnico University, and that men will mock her.

"Her concern is gender violence," explains the CEO and founder of Mexico Media Lab S21 Rossana Fuentes-Berain. "Technology can be a factor for discrimination," Ms. Fuentes-Berain adds.

Alongside a general lack of physical access to the Internet, the scarcity of tech-literate women and women in leadership positions in the tech world has slowed down the advancement of technology in the Mexican economy.

According to different estimations, between 37 and 50% of the Mexican population does not have access to the Internet. Ins-

tead of being a tool of inclusion, technology excludes people, women and men. "This is why it is very important to have a digital agenda," explains Veronica Elizondo, CIO of Sigma Alimentos

Yet access to technology is not the magic pill that will turn technology into a tool for inclusion. Education and a change of corporate culture are necessary steps to lead to a more advanced tech economy.

Help is available. Technology literacy can begin at home with children: they can be the first teachers and help overcome the fear of not understanding new applications and how technology works, explains Ms. Arnal. At schools and universities, an increasing amount of women are graduating in math and science, adds Ms. Elizondo. Codigo X, launched at the same time Women's Forum Mexico took place, also aims at educating more people in technology.

And still, despite an increasing amount of girls studying in math and science, the numbers do not match in the corporate world.

"The country has paid for this economy, but we are not seeing this in the leadership of companies," Ms. Elizondo insists. There are not yet enough women success stories and role models.

Gender diversity in the tech economy is a prerequisite if people are to think out-of-the-box, “to do something disruptive and to innovate,” explains Daniel Gómez Íñiguez who co-founded Solben at the age of 16. The young entrepreneur is proud to have hired two women CEOs. “It makes a difference,” he says, “not just in terms of equality but in terms of competitiveness.”

Educating a greater number of women in technology would make an impact on their ability to access information and to be economically empowered. “When you give a woman a Smartphone, the empowering level changes drastically, because you give freedom,” Ms. Arnal says.

Enabling access to education and “establishing new limits,” in Ms. Arnal’s words, not only would advance the tech economy but would also improve economic and social inclusion. It leads to growth and innovation, to perhaps the launch of a new technology for more sustainable energy by a person who once was afraid that her ambition would not let her be the woman she wanted to be and to wear a skirt in college.

About Codigo X: gob.mx

Rossana Fuentes-Berain - Mariate Arnal - Daniel Gomez Iniguez - Veronica Elizondo Ortiz



B-CORPS: THE CASE FOR BUSINESS FOR PROFIT AND SOCIAL IMPACT

Moderator:

Jonathán Torres,

Editor-in-Chief, Forbes Media Latam

Speakers:

Leticia Jauregui,

Founder and Director, Crea; Rising Talents Mexico 2016

Francesco Piazzesi,

Founder and CEO, ¡Échale! a Tu Casa

Fabiola Salmán,

Associate Partner, Dalberg Global Development Advisors

Leila Velez,

Founder and CEO, Beleza Natural;

CEO Champions member; Rising Talents alumna

A B-Corps certified company follows a “triple-bottom line”: profits *and* environmental *and* social benefits.

“Leila Velez is an extraordinary case of social entrepreneurship,” Forbes Latam Editor-in-Chief Jonathán Torres says.

Leila Velez, the daughter of a janitor who was born and raised in one of the many very poor neighborhoods of Rio de Janeiro, began working at age 14, flipping burgers in a McDonald’s restaurant and dreaming of a different life, and, more importantly, of a different Brazil.

“I wanted to start my own business to do things differently,” Ms. Velez recalls. “I felt that companies were not looking at me, my family and half of the country properly, with products that would be both affordable and of very good quality; they were not connecting with our communities; they were promoting neither jobs nor opportunities. As a teenager, I could only find work at a McDonald’s.”

So along with friends, including a hairdresser, Ms. Velez launched Beleza Natural, which offers hair services for women from disadvantaged communities in Brazil.

“We realized we could offer to the people of our community, to girls who never went to a university and with very little work

experience, the same chances we were creating for ourselves,” the CEO of Beleza Natural explains. “Nowadays, 90% of our employees found their first job at Beleza Natural; 70% of them are former clients. They have become the role models for their communities; they have more money, self-esteem, a different attitude; and they have provoked a chain-reaction.” Beleza Natural has even created beauty schools to professionally train these young women. “I was not even aware that we had created a B-Corp. I just wanted to make a difference for our communities, and that’s how we started.”

In the past, NGOs would be the main actors to address and solve these social issues, explains Mr. Torres. Now – and “this is extraordinary being the editor of Forbes Latam, invoicing is not the ultimate purpose – it just is the means to generate a benefit for whomever is creating it and for the communities for which it was created.”

Leticia Jauregui, CREA’s Founder and Director, was not expecting to become an entrepreneur when she was studying the role of women in an immigrant society and discovered a community of paradox. In insalubrious surroundings, women were struggling both to develop their businesses and clean their streets. The government always promised to help but with no significant

results. “So I asked myself how we can have people with such a passion to work for their business and committed to their communities, and not do something for them so that they can attain their full potential,” Ms. Jauregui explains. “That’s how I moved from academic work to action and became an entrepreneur with women.”

“My question,” says Francesco Piazzesi, CEO of ¡Échale a Tu Casa, “was how is it possible that a mason building a house could sleep in cardboard, with no floor?” So Mr. Piazzesi looked for an economic solution with a component of social participation, and he went with the B-Corps model. “It is all about integration of the community, which is based on politics, religion, cultural parties and local celebrations.”

“We have to take into consideration everyone we interact with, all the actors,” Ms. Jauregui agrees. “Women, governments, corporations, foundations, the communities and the environment all become relevant in our model.”

What is true for SMEs is also true for large corporations. “Business are created to maximize the revenue for shareholders,” says Fabiola Salmán, Associate Partner at Dalberg Global

Development Advisors, “but we are more and more realizing that this model will no longer work if we want to create social change and fight poverty.” Large corporations no longer can limit their social impact to a small foundation.



Leila Velez



Leila Velez - Fabiola Salmán - Jonathán Torres - Leticia Jauregui - Francesco Piazzesi

REALIZING A NEW BRAND MEXICO

Moderator:

Amy Glover,

Director, Mexico Practice, McLarty Associates

Speakers:

Claudia Calvin,

Executive Director, the Mexican Council on Foreign Relations (COMEXI) and Founder, Mujeres Construyendo

Karla Mawcinitt,

CEO, MB Excelencia on Comunicación

Ann Walker Marchant,

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

“

In Hollywood movies, the thief, the smuggler, the drug dealer, and the maid are all Mexicans,” Karla Mawcinitt, CEO, MB Excelencia on Comunicación, points out with evident regret. Ann Walker Marchant, CEO of Walker Marchant Group, agrees: depicted as a violent country, Mexico has been “demonized in a way that plays on people’s fear, and on fear mongering.” To re-brand Mexico, the challenge is to strengthen the image of country worldwide, using its neighbour to the north as a partner, to have Mexicans become “ambassadors” of that image, and to include women in the nation-branding.

A concept that was created 15 years ago, country branding is simply the way to “manage the image of a country” explains Amy Glover, Director of the Mexico Practice at McLarty Associates.

Mexico should use the USA, its major trading partner, to launch a renewed picture of the country. Ms. Walker Marchant explains that Mexico is a very attractive economy to American companies moving there; it is a flourishing industrial and job base: “They are coming for a reason. The picture has to be painted differently.”

This is an arduous challenge though. 42% of Americans have a negative opinion of Mexico, according to Ms. Glover. The 2016

American presidential primaries have worsened the situation after Republican candidate Donald Trump referred to Mexicans as rapists and stated that, if elected President, he would build a wall on the border between the two countries. Such comments, however, have also had the inversely positive effect of encouraging the Mexican-American community in the United States to rally together and think how to portray another image of Mexico, Ms. Walker Marchant says.

Mexicans in Mexico also bear a responsibility for the information they convey to the world. “Each Mexican is a spokesperson for the country,” says Ms. Mawcinitt. This means to stop regretting the past, she adds, but also to highlight positive stories. The country should take advantage of its successes to date. For examples, the aerospace industry represents 20% of the growth of the country.

Mexico is a solid brand in four areas, explains Claudia Calvin, Executive Director of the Mexican Council on Foreign Relations

- 1- Tourism
- 2- Culture
- 3- Foreign investment
- 4- Exports

The issue of women's empowerment in Mexico must be also part of the rebranding effort. For Ms. Calvin, the challenge is to gain visibility in Mexico: "Incorporating the variable of gender inot the construction of the Mexican brand is something we should fight for." Obviously Mexico must acknowledge violence against women; yet branding a new image also means drawing attention to actions to combat this violence, explains Ms. Walker Marchant.

Mexico should not hide the reality but rather transform the narrative by:

- 1) showing what is done to address the elements constituting such an image,
- 2) displaying aspects of Mexico that are positive. This narrative needs to change from Mexico City all the way to Hollywood.



Karla Mawcinitt



Karla Mawcinitt - Claudia Calvin - Amy Glover - Ann Walker Marchant



Claudia Calvin

PRESENTATION OF RISING TALENTS MEXICO 2016

Speaker:

Alexa Von Wobeser,
Associate, Von Wobeser y Sierra
Rising Talents Allumna (2015)

Named to the Rising Talents network at the Women's Forum Global Meeting in 2015, Alexa Von Wobeser is one of the two Mexican alumnae of Rising Talents along with entrepreneur Alejandra Ancheita. At Women's Forum Mexico 2016 Alexa Von Wobeser welcomed eight new Mexican laureates to the Women's Forum Rising Talents network. Excerpts:

“Joining Rising Talents at the Women's Forum Global Meeting in Deauville in 2015 was an incredible experience. There are many things I learned, among them that all of us had so much in common. We were all women thriving to succeed in our careers. We were all committed to increasing gender equality and the empowerment of women in our respective fields and throughout the world.

We were all looking for time because we realize that we all have the problem of not having enough time to do everything we wanted to do. So we all were committed to trying to change the world, even one small change at a time.”

The eight Rising Talents laureates at Women's Forum Mexico 2016 are:

- Valeria Chapa, Vice President & General Counsel, Latin America, Honeywell
- Eufrosina Cruz Mendoza, Politician and Activist
- Ariana Gomez, Chief Innovation Officer, Gentera S.A.B. de C.V.
- Altaír Jarabo, Actress and entrepreneur
- Leticia Jauregui, Founder and Director, Crea
- Alba Medina Flores, Co-founder, Pop.Space
- Saskia Niño de Rivera, General Director, Reinserta Un Mexicano A.C.
- Lorena Saravia, Designer and CEO, Lorena Saravia



The eight laureates are inspiring women from Mexico, all under the age of 40, who have demonstrated remarkable passion and commitment in their professional and personal lives. They have also become members of the Women's Forum Rising Talents network, which comprises more than 165 women around the world and is an integral part of the global Women's Forum community.



Valeria Chapa



Eufrosina Cruz Mendoza



Altair Jarabo



Saskia Niño de Rivera



Ariana Gomez



Alba Medina Flores



Leticia Jauregui



Lorena Saravia

NEW LEADERS FOR A NEW WORLD?

Hosted by the Rising Talents initiative partners: Aeromexico,
American Express Global Corporate Payments and IPADE Business School

Moderator:

Angella Nazarian,

Co-Founder and President, Visionary Women

Speakers:

Christina M. Alfonso,

CEO, Madeira Global and Rising Talents alumna (2014)

Carlos Carriedo,

Vice-President and General Manager,
American Express Global Corporate Payments Latin
America

Maria Beatriz Gasca Acevedo,

HR Business Partner, Aeroméxico

Alba Medina Flores,

Co-founder, Pop.Space, and Rising Talents Mexico 2016

Lorena Saravia,

Designer and CEO, Lorena Saravia, and Rising Talents
Mexico 2016

“Before you are a leader, success is about growing yourself. When you become a leader, success is about growing others,” says Angella Nazarian, Co-Founder, President, and author of *Visionary Women*, quoting former GE President Jack Welch.

“The conversation about leadership has changed in terms of keywords that are used: listening, transparency, genuineness,” notes Ms. Nazarian, who wonders if such evolution is the result of generational values, those of the millennials.

To grow as a leader is “knowing your weaknesses,” explains Christina Alfonso, CEO of Madeira Global and Rising Talents 2014. But one needs to “surround oneself with people who are successful,” adds Carlos Carriedo, VP and General Manager of

American Express Global Corporate Payments Latin America. “Then speak up,” says Maria Beatriz Gasca Acevedo, HR Business Partner of Aeroméxico, “and learn to speak the language of your customers to gain credibility.” In other words, “make things happen,” adds Alba Medina Flores, Co-Founder of Pop.Space and Rising Talents Mexico 2016: “it is useless to think big and to have great ideas if there is no one to implement them.”

Yet the most difficult part of being a leader, says Lorena Saravia, Designer and CEO of Lorena Saravia, is to “transmit your leadership to someone.”

To grow others, Angella Nazarian’s group has suggested 1) what kind of leadership would be adapted to new generations, and 2) what advices should be shared with new leaders.

1- New concepts of leadership

• Embracing diversity

It starts by generating spaces that are fair for both men and women, observes Ms. Gasca Acevedo. As “the corporate world was created for men,” she states, “we should rethink the models to welcome women.” It also means building diversity of thought, notes Mr. Carriedo. A clear, non-discriminatory recruitment policy is the first step towards creating such diversity, Ms. Gasca Acevedo explains.

• Transparency and authenticity

“Leadership should be honest and transparent,” says Ms. Gasca Acevedo. Ms. Medina Flores adds that while in the past being a leader required you to present yourself as having all the skills and strengths, “the leadership that we need in the world today is much more authentic.”

• Teamworking

“A leader today needs to know how to be a team player rather than the [chief] protagonist,” explains Ms. Medina Flores. “Build a multidisciplinary team in order to spark innovation,” adds Ms. Alfonso.

2- Advices from current to future leaders

- **“Stop behaving like princesses”**: Rather than telling girls the story of a woman who gets married, tell them the story of a girl who meets a man and they both have a professional career. (Maria Beatriz Gasca Acevedo)
- **“Set very clear objectives (...)**: You have to be able to visualize what you want, why you want it, and what will make the difference in the market you are targeting.” (Lorena Saravia)
- **“Don’t take yourself so seriously”** (Christina M. Alfonso)
- **“Do not let people put labels on you”** (Alba Medina Flores)
- **Use technology** to empower yourself and create a balance (Christina M. Alfonso)

And most importantly, **“embrace failure on your path to success,”** suggests Ms. Alfonso. “The more mistakes we make (...) the more we get hurt, the more we become braver,” adds Ms. Gasca Acevedo. Risk more, even if it means failing, points out Ms. Medina Flores. And learn to deal with fear – because “fear drives you,” says Mr. Carriedo – until you “do one thing that scares you every day,” concludes Ms. Nazarian.



Angella Nazarian - Christina M. Alfonso - Carlos Carriedo - Maria Beatriz Gasca Acevedo - Alba Medina Flores - Lorena Saravia

IT IS ALL ABOUT NETWORKING, ISN'T IT?

Hosted by Pernod Ricard

Mixologists:

Lisa Marie Mulligan

Jose Luis Leon

Co-creando Junt@s must happen everywhere, including in those moments of networking and leisure.

Carlos Slim had just finished answering questions from the audience, and not too far away, 54 CEOs and corporate leaders launched together the first Mexico chapter of CEO Champions. They devised plans to advance more women in their corporations and share their strategies with others.

So, networking and leisure it was for the delegates of Women's Forum Mexico, off to explore the hall dedicated to the meeting.

Some stopped at the pop-up store by Assouline and the one nearby set up by CEDAI and entrepreneurs from Queretaro. A few of them were still giving an interview or posing for a picture with one of the media partners on the Expansion and Quien corner, at the UNOTV or Home & Health television studios, with a journalist from Milenio or the photographer from AFP. Others decided to sip another cup of Kusmi Tea. All admired Las rosas de Aurelia, the floral arrangements of Aurelia de Haut de Sigy, a successful French woman entrepreneur in Mexico.

Then it was cocktail time. So two of the best mixologists in Mexico (one man, one woman) created a signature cocktail. Lisa Marie Mulligan devised "A Fizzle Twist" with Absolut Elyx. Jose Luis Leon created a "Craft Paloma" based on Tequila Altos Blanco. Tastes and flavours also benefit from the removal of gender barriers.

A glass in hand, delegates exchanged on the day's debates and kept meeting one another. It was after all the best way to put into action some of the delegates' advice: network, network, network...



Your turn to entertain and network, and to create your Women's Forum Mexico Cocktail with these recipes:

FIZZLE TWIST

45ml Absolut Elyx
30ml Yellow Lemon juice
25ml Romero syrup
15ml Champagne

Garnish with:

A pinch de Red Chili Pepper
1 Slice of yellow limon
A pinch of salt flower

CRAFT PALOMA

50ml Tequila Altos Blanco
50ml Grapefruit Juice
15ml Yellow Lemon juice
25ml Altos agave honey
5gr Basil







SOLUTIONS TOWARDS A BETTER QUALITY OF LIFE

Keynote Address:

Carlos Slim Helu,

Chairman, Grupo Carso and América Movil

“In many places in the world, the “monolithic power of governance” in the political, economic, religious and military spheres is giving room to new, democratic and participatory systems.

The old system “highlighted a society whose characteristics were of division, ignorance, social immobility,” explained Carlos Slim. “Of course, there was a lot of poverty.”

The new system, based on democracy, implies participation and a strong will for freedom. Key ideas have become “Diversity, plurality, human rights, social mobility, education and the development of human capital, universal access to healthcare, environmental conservation, innovation, competition, globalization, new economic activities, culture, and digital connectivity.”

“Unfortunately, as everything new implies a change – and this is a new civilization –, every change implies a problem,” Mr. Slim added.

Countries with the most problems, Mr. Slim stated, are those raising taxes too high in comparison with their GDPs and developing short-term solutions for electoral purposes. Brazil and France are two examples of countries where tax rates have reached untenable levels.

“It is not true that the more [taxes] you collect the better the distribution of income and the better the well-being of the population. Those resources are handled with a lack of efficiency,” Mr. Slim said.

The approach to retirement plans for fast aging population is also an example of short-term solutions that ultimately don’t work, according to Mr. Slim. Unemployment remains high in too many places, while many people barely do any work during their working hours.

A three-day-work-week, 11 hours a day until the age of 75

“What I have been proposing is for people to work fewer days, more hours, and more years. If people work for three days and eleven hours a day per week, they still have four days to enjoy a better quality of life.”

People could spend more time with their family or for themselves: “They will develop more or new economic activities; they will also create opportunities for other people to work the remaining three days and for the governments not to be in bankruptcy because of retirement age.”

In Mr. Slim’s proposal, people would retire at age 75. “So instead of people really enjoying their time after they retire, they can actually start enjoying it while they are still young!”

Three challenges

Beyond this proposal, Mr. Slim highlighted three solutions for meeting the challenges of our new society and economy:

1. Reversing urban decline
2. Transforming access to education
3. Developing purchasing power

1) Reversing urban decline

“Cities are really complicated, and traffic has become really unbearable.” The solution, he said, is to have more people live where they actually work. “With regards to the historic centre of Mexico, we saw that when we brought people to live there, they found entertainment, jobs, culture and so forth, which meant they did not really have to travel a lot.” Neighborhoods need to be transformed into fully functioning micro-cities; commuting time needs to be lowered. “In cities like Mexico City, this [transformation] will provide a huge economic activity.”

2) Transforming access to education

“Education is obsolete in so many ways.” Inhabitants from Oaxaca or the Sierra Tarahumara should have access to similar opportunities as people who live in Boston or New York. Universities, Mr. Slim explained, should start giving degrees to students

who cannot attend in person or enroll throughout the year. “First, we need the population to be connected.” Second, “we should have quality educational and cultural content.” Large universities in the United States have had all these courses available online. “Our proposal is that whatever is in that educational and cultural platform, it should be free.”

3) Developing purchasing power

To fight against poverty, “E,” as in education and employment, is the most important letter: “When people are educated, they increase their possibilities of getting a job. In a technological society, based on the wellbeing of everyone, people should be educated, should have time and they should have an income.” The greater the income, the more the access to all the products and services that society creates. “It might sound a little vulgar,” Mr. Slim said, “but in our countries it is important that everyone at all levels of society has a higher degree of purchasing power. It would lead to society with a better quality of life: access to goods, housing, entertainment, health and, thus, it would lead to a “stronger national market,” with “a focus on the wellbeing of others, with everyone trained, educated, and with a well-paid job, less physical work, and ultimately fewer conflicts.”



CARLOS SLIM HELU ANSWERS QUESTIONS FROM WOMEN'S FORUM MEXICO DELEGATES

Carlos Slim Helu,
Chairman, Grupo Carso and América Móvil

Carlos Slim Helu, Chairman, Grupo Carso and América Móvil, answers questions about his proposal for a three-day-week, about women working in his own organization, about violence, about access to technology and about protection of biodiversity.

On women in the economy

What changes have you seen as women entering the economy in Mexico?

Carlos Slim: “Women should join the economy so that we can have more change. My proposal is that civil society and the Mexican business class should be more engaged [in women’s advancement]. We should also promote the development of women in the workforce and women in running their own businesses. Women pay off their loans better than men do, and single women pay more and on-time. We need more women in business and in all economic activities.”

What would be the advice that you would give to Mexican businessmen so that we can have more opportunities for women in high-level positions in their companies?

C.S.: “A businessman who does not know how to benefit from the capabilities and the talent of women is just silly. He won’t be competitive. I’m not that sure that women are more disadvantaged [than men], but let’s say that they are: just as in life, if someone is at a disadvantage then [that person must] try harder to overcome it. And it’s a way to become a better person.”

On quotas

There should be more parity for women, but the fact is that this is not happening for many different women. In Mexico, we have to fix this parity issue. How can we open those doors? Is it the responsibility of the government? Of civil society? How can we make sure that without quotas these opportunities are being opened? Because there may be businessmen like yourself willing to do that, but many doors remain closed.

C.S.: “In the past, women were marginalized; now they represent 50% of the vote. You should vote! Go out and vote! Regarding quotas, that is happening at a legislative level and since there has been a quota [for parliamentary elections], we have picked an X number of women, who won, then quit, and it is a fact that some men took their position. That’s a fraud. Things can’t be done if there is not a right policy. Yet if you can come up with a good idea for quotas, we should support it.”

On leadership

What is the most important strength for a person to possess to reach a leadership position?

C.S.: “A leader should be intelligent, brave and sensible. I have a friend who says that a leader is the one who proposes things and others follow him. For executing and working, you have to make things happen. You have to make projects come true.”

On education and women at work

What is your take on promoting the expansion of school hours, which I think could be a benefit for women?

C.S.: “Well, there’s no doubt about it. [We also need] a system on the working side. A flexible schedule and working from home through technology are very important and make things easier – or working part-time. This could also be good for men and women, because sometimes men will have to work even more at home than at the office. I do work a lot more at home than at my office, but that is feasible thanks to technology.”

On aging and quality of life

Science is moving, and we are living longer. Do you think that we are also improving quality of life for older people?

C.S.: “Science is advancing, and I think quality of life is advancing too. People my age were in very bad shape 50 years ago. We do have a better quality of life and we could have more prevention. I have a friend who is 98 and didn’t want me to go see him; he wanted to come to my office himself. In countries like ours, quality of life is also linked to family, friendship, and knowledge. It all depends on how much you love life and your own well-being.”



with Alondra de la Parra



with Jacqueline Franjou and Jennifer Milliken



CEO CHAMPIONS PRIVATE MEETING

Hosted by McKinsey & Company and Sanofi

Speakers:

Alberto Chaia,
Partner, McKinsey & Company

Felix Scott,
CEO, Sanofi Mexico

More than 50 CEOs, senior executives and gender diversity experts from the public and private sector met behind closed doors to launch CEO Champions in Mexico.

“The intention of this meeting is to have your brains, your talents and your expertise, to create a platform where women can have more opportunities in Mexico,” Alejandro Cardoso, President and CEO, Publicis Latin America, told the CEOs of international and Mexican companies.

CEO Champions, an initiative of the Women’s Forum for the Economy & Society, was created in 2010 as a global CEO-only group designed to drive progress and accountability for women’s advancement within the private and public sector and to bring more men to the discussion.

Among some of the key takeaways, the members of CEO Champions Mexico have agreed they need:

- To make cultural and mindset-changing a priority, meaning holding town hall meetings, communicating from the top down, having concrete discussions about how and what needs to change.
- To re-visit and evaluate current family policy programs and ask what’s working and what’s not and how these programs (if they exist) can be flexible and respect the role of family.

- To establish mentoring programs that don’t have to be the same sex. There many different mind-sets in the region that need to change and there is a clear need for role models.
- To develop the use of role models and mentoring as well as reverse-mentoring. Programs need to be implemented in each organization allowing this to happen.
- To measure the revenue accrued due to women coming back after maternity leave, as well as the revenue lost when they don’t.

Mexico is the country with the lowest female representation in senior management positions in Latin America, regardless of the one million qualified women in the country who are willing, eager and available for incorporation into the workforce. (*Power of Parity*, McKinsey & Company). There is a great discrepancy between the desire of these women and the system in place allowing them to succeed. If the immense gender gap felt in this region could be closed, up to \$800K million could be added to Mexico’s annual GDP in 2025, according to the McKinsey & Company study.

The CEO Champions Members Mexico spoke about how to create gender diversity strategies and an environment in which women can prepare and develop further in each company. They

also stressed the importance of taking action to bring the situation of women to the next level.

«We must not only respect women as women, but we need also to value their differences, because with the presence of women, we can get to a place where I cannot get to alone,» said Felix Scott, CEO of Sanofi Mexico.

“This ‘venue’ enables us to talk about the issues that are really going on within our companies. One of the most important – that a women’s agenda should not be about gender equality, it should be about performance,» explained Gayle Schueller, General Director of 3M Mexico.



Alberto Chaia



Alejandro Cardoso



Felix Scott



ADVANCING WOMEN IN OUR COMPANIES: THE ECONOMIC CASE AND NEXT STEPS

Hosted by *CEO Champions*

Moderator:

Alejandra Cullen Benítez,
Reporter and analyst, UNO TV

Speakers:

Xavier de Bellefon,
CEO Axa Mexico and LatAm

Alejandro Cardoso,
President and CEO, Publicis Latin America

Mónica Flores Barragán,
Managing Regional Director, Latin America,
ManpowerGroup

Mary Goudie,
Founding Member, the 30 Percent Club and Member,
House of Lords, UK Parliament

The business case for women in corporate leadership positions:

According to Mónica Flores, Managing Regional Director of Manpower in Latin America:

- Companies with at least one woman on board have a ROI of up to 44% higher (source: Expansion Magazine).
- Companies with a higher number of women have up to 5% more profits (source: IMF).
- Companies in the US with three or more women on board report 45% better results.
- Companies with women on their boards report a better financial performance result in 73%.
- In Mexico, between 50% and 52% of people with postgraduate degrees are women - and therefore constitute a talent pool at a time when there is a scarcity of talent.
- Mexican women under the age of 35 think it will take 22 years to reach equality in the workplace.

Other figures:

- Only 21 companies in the Fortune 500 have a woman CEO (as of 2015) although studies show that women-led companies produce up to three times better results than companies led by men.

If the business case has been proven, how to explain the dismal figures of women in leadership positions knowing that 1) the cost of employing women vs men is irrelevant and 2) there are solutions to increase the number of women in managerial and board positions.

1- The cost of women's employment

"It is worth investing in women" (maternity leave), says AXA Mexico & LatAm CEO Xavier de Bellefon, and cost is offset by performance. The real cost "would be not to have them come back after their maternity leave. "The hardest part in all companies is building or finding people with the right level."

The question itself is "antiquated," says Alejandro Cardoso, President & CEO of Publicis Latin America: "Women don't carry a cost but bring a benefit," which can be measured. At Publicis Mexico (82% women), it translates into first place four years in a row for account management.

"How much does it cost not to have women in a company?" should be the question, says Ms. Flores. Hiring a woman is integrating diversity. "Companies need to be competitive, and to survive they need diverse teams that can innovate." Ms. Flores goes further saying that women have the competencies companies are looking for in the 21st century: "curiosity, communication, creativity, collaboration and the ability to form teams."

The question should even extend to men, Ms. Flores adds: “There are an increasing number of single dads and same-sex couples who adopt,” she explains. That means a different family model “not yet integrated in the equation,” but for which flexible work – and any related costs – would apply.

2- Six ways to advance more women in the corporate world

“It has become clear that women are profitable and make a positive impact on the market and on their companies’ growth,” says Uno TV’s journalist Alejandra Cullen Benítez. “Not only do we have to work with women, but we also need to advance them, train and foster them; yet women sometimes hold back.”

Fight Guilt

Guilt affects 45% of women in the workplace because they don’t spend enough time with their children or dealing with domestic chores, and it also affects 53% of non-working women who are neither using their education nor contributing to their families’ incomes. Men can also feel this type of guilt, adds Mr. de Bellefon, a father of three.

Yet daughters of working mothers have a probability of earning 23% more than their peers, Ms. Flores adds, making a good argument for doing away with feelings of guilt.

Develop Cross-mentoring

A widespread cross-mentoring programme at 250 UK companies “boosted the confidence” of women as well as men who were part of the six month-initiative, explains Mary Goudie, 30% Club co-founder and House of the Lords member.

Involve investors

Investors, explains Baroness Goudie, can play an increasingly important role once they require companies to have women from middle management in top executive - and board-level positions.

Make it a corporate strategy

The empowerment of women in leadership positions “will not happen on its own.” explains Mr. de Bellefon. Companies “need to start incorporating this as another variable for their businesses,” and to measure results. “Let’s have hard data to show how women generate positive and tangible results for organizations,” Mr. Cardoso adds.

Be a Champion

CEOs “need to be champions” of “women empowerment,” Mr. de Bellefon says, and we ought to take it to other colleagues who don’t see it;” and “to work with the academic world and the press,” Ms. Flores adds.

Take it to the media

The media can be a changemaker, says Baroness Goudie, “whether it is in films or telenovelas, whether it is having women anchors or in terms of perception.” Studies from The Geena Davis Institute show that seeing women well portrayed in the media makes a huge difference, Baroness Goudie adds.

“We need 80 million Mexicans to know what we have just talked about, and we cannot do it if the mass media are not involved,” Ms. Flores concludes.



Xavier de Bellefon - Alejandra Cullen Benitez - Mary Goudie -
Monica Flores Barragán - Alejandro Cardoso

GETTING SERIOUS ABOUT INCLUSION IN THE WORKPLACE

Hosted by Axa Seguros

Moderator:

Bárbara Anderson,

Director of Editorial Innovation, Grupo Milenio

Speakers:

Alejandra Alcocer,

General Manager, Pepsico Strauss JV Obela

Lorena Guillé Laris,

Executive Director, Fundación Cinépolis and Director of Social Responsibility, Cinépolis

Dolores Prado,

CEO, El Salvador, and Head of the Central America Cluster, LafargeHolcim

Sandra Zuluaga,

Executive VP Human Resources AXA México

If women had equal access to leadership positions as men do, companies could grow between 2% and 20%, says Bárbara Anderson, Director of Editorial Innovation at Grupo Milenio, referring to recent World Bank studies.

Ms. Anderson also referred to a London University study showing that companies with at least one woman in a leadership position have a 20% smaller risk of bankruptcy.

However, women hold an average only 20% of leadership positions worldwide, and only 16% of the largest companies have a woman in a leading position, Ms. Anderson explains.

To include more women in the workplace, several practices have proven their efficacy:

1- Common strategy for diversity and inclusion...

“Inclusion means diversity,” says Lorena Guillé, Executive Director of the Fundación and Director of Social Responsibility at Cinépolis. “It means moving teams in groups. We can be very diverse but we haven’t won the battle until we have activated all the people who will bring together their creativity, perspectives, potential, and talent in order to generate value for the business and for the society as well.”

2- ...with a feeling of belonging among members of a team...

Creating an inclusive policy amounts to “generating spaces where people know that the point of view of everybody at the table is valuable, where people respect each other,” says Dolores Prado, CEO of El Salvador, and Head of the Central America Cluster, LafargeHolcim. Inclusion requires a sense of belonging among members of the organisation so that they become “citizens of the company,” she explains.

3- ...as long as leaders are committed...

If inclusion is a responsibility for every member of the team, PepsiCo Foods Mexico’s General manager adds that “it is trickled down from the top to the bottom.” Therefore, if leaders are not fully convinced of the importance of such policies, it will not work, she explains. Strategies should “also have a formal structures to build a culture of inclusion.”

4- ...and with the possible support of quotas if they are part of a strategy.

According to Sandra Zuluaga, the Executive VP Human Resources of AXA México, quotas constitute also a short term solution to include more women in leadership positions as long as they come with a real business vision.

“I do believe in quotas (...) When you are a minority, somebody has to give you a hand so that you can stop being a minority,” Ms. Prado notes. But the speakers all agree that quotas are useless without a clear strategy. When Axa decided to reach a ratio of 33% of women in management positions by 2020, Ms. Zuluaga explains, the insurance company also established a strategy to include women by encouraging coaching and networking.

Quotas should thus have “an expiration date,” explains Alejandra Alcocer, General Manager, of PepsiCo Strauss JV Obela: “they will start losing relevance as work inclusion of women becomes something more natural.” Ms. Guillé referred to a PwC study showing that a woman interviewed by a group of four that includes one woman will have a better chance of being selected. If two men and two women interview her, her chances to be hired increase by 50%. The successful inclusion of women in the workplace will nurture a virtuous circle.



Sandra Zuluaga



Bárbara Anderson - Lorena Guille Laris

MAKE IT HAPPEN: WOMEN PROFESSIONAL LEADERS

Hosted by Pernod-Ricard

Moderator:

Luis Miguel González,
Editor-in-Chief, El Economista

Speakers:

Eduardo Bolio,
Director, Mexico City Office, McKinsey & Company

Valeria Chapa,
Vice President & General Counsel, Latin America, Honeywell,
and Rising Talents Mexico 2016

Michelle Orozco,
Partner, PwC

Out of the top 100 law firms in Mexico, a mere 10% have a female partner. In some professions, women have few role models they can identify with and do not believe enough in themselves. They struggle in Mexico to become leaders. Says Michelle Orozco, Partner at PwC: “The biggest challenge for us is that once you start growing the pyramid, you start losing participation from women.”

And still, success stories happen. When she was 29, Valeria Chapa was about to become a partner in her law firm, but her appointment required unanimous approval from the 18 partners. She called each of them to convince them. She dared to do it because she believed in herself. Today Ms. Chapa is Vice President & General Counsel of Honeywell Latin America. In 2014, she co-founded Abogadas MX to increase the representation of women in law in Mexico through professional development, networking, and leadership opportunities, because all these elements led her to where she is today.

In order to advance women’s leadership, one has to understand what the benefits are and to change the networking format, the role of CEOs and, beyond, of men, and the way we do or do not collaborate to make women professional leaders happen.

Realize the business interest

Gender equality in the workplace is a business issue according to Ms. Orozco: “In order to comply with PwC’s purpose of helping society, we should try to have an equal proportion of men and women in the organization.” She adds that one should not address women’s inclusion as a social issue. Rather, “we have to build the business case giving some specific data on why it is important to involve men and women.”

“It is very important to bring to our customers the talent of women, which is often overlooked,” adds Eduardo Bolio, Director of McKinsey & Company Mexico City Office.

Change the networking format

The business world must evolve to be more inclusive of women in leadership roles and change the way men network. But the business world does not facilitate networking for women.

The culture of networking at work has been conceived for men, states Ms. Orozco, and because women are not present at typical male events, they lose the possibility to network.

Change must come from CEOs and from educating men

“Men’s involvement is fundamental in order to achieve more women leaders in business,” declares Ms. Orozco. Women’s advancement in companies is “not an issue to be handled exclusively by women,” she says, but rather by both men and women leaders of the organization.

Evoking “unconscious bias,” Ms. Orozco estimates that women believe they have to make a greater effort than men in order for their boss to take them into consideration. Once the top management becomes aware of this tendency, she is convinced it will be possible to have a more balanced discussion, and “women will not have to show so much.”

In order to go from competition to collaboration between men and women, they must today overcome their ignorance of gender, explains Mr. Bolio, who insists that men and women do not have the same interests and preoccupations. “This can be rescued but you do need to have a willingness to discuss this,” he says.

Change also comes from collaboration

“Collaboration means ‘sharing’ and ‘benchmarking,’” explains Ms. Chapa. To encourage women’s professional leadership, she recommends mentorship and disseminating best practices. Men can constitute excellent mentors for women.

Creating the change for allowing more women to become professional leaders requires an effort from everyone. It also necessitates to stop being politically correct, according to Mr. Bolio. He suggests tangible practices, such as measurement: “It is good to measure,” to raise awareness.



Luis Miguel González



Eduardo Bolio - Michelle Orozco



Michelle Orozco

A CUBA DELEGATION



Women's Forum Mexico was honored to welcome a delegation of six women entrepreneurs from Cuba.

- **Nidialys Acosta Cabrebra**, entrepreneur, founder of Nostalgical that both restores and maintains classic cars from the 1950s and provides taxi services;
- **Sandra Lídice Aldama Suárez**, entrepreneur, owner of D'Brujas that makes and sells handmade, natural soaps.
- **Caridad Luisa Limonta Ewen**, social entrepreneur, founder of Caridad which provides tailoring services to local communities and the elderly and offers courses to young people wanting to pursue a career in fashion;
- **Marianela Pérez Benítez**, entrepreneur, owner of Pizzanella and operator of two restaurants;

- **Yamina Vicente Prado**, social entrepreneur, founder of the Dreams Decorazon community project that organizes birthday parties for children living in state institutions;
- **Gretel De La Rosa Suárez**, entrepreneur, founder of Tin Marin that sells Cuban-made toys and gifts for children.

Entrepreneurs were selected with the help of the US-based Cuba Emprende Foundation and the Cuba-based Proyecto Cuba Emprende, organizations that provide invaluable support for Cuba's fledgling entrepreneurs and emerging small businesses.

The Women's Forum Mexico thanks Mari Carmen Servitje Montull and Aimee Labarrere de Servitje for their generous support and CREA for co-ordination. It is the first time that a delegation such as this one participates in an international conference.



Sandra Lidice Aldama Suárez



Mariana Pérez Benítez



Yamina Vicente Prado



Nidialys Acosta



Caridad Luisa Limonta Ewen



Gretel De La Rosa Suárez

THE WELCOME BAGS FOR WOMEN'S FORUM MEXICO

With the support of In Mujeres



Welcome bags for Women's Forum Mexico were produced in the State of Querétaro by Maricela Miguel García and Cristina Martínez Francisco.

Aged 23 and 20 respectively, Maricela and Cristina started selling products on the street 10 years ago. After receiving training, micro-credit and access to an atelier from CEDAI, Maricela and Cristina's business now employs 40 people, and their products have even been exported outside of Mexico.

Thanks to In Mujeres, Women's Forum Mexico has also welcomed the following entrepreneurs:

- **Elizabeth Jiménez Olguín**, Director of the gourmet company Otomies in Hidalgo;
- **Chuina Pérez Contreras**, farmer and legal representative of the Nich Ixim Council Chontales Women Civil Association in Tabasco
- **María Guadalupe Canul Uc**, co-founder of Flor de Orquídea in Yucatán.



MAKING FINANCE MORE TRULY INCLUSIVE

Moderator:

Gabriela Zapata Alvarez,

Financial inclusion consultant and former Senior Program Officer,
Bill & Melinda Gates Foundation

Speakers:

Karla Breceda Elenes,

Founder, El Buen Socio

Vicente Fenoll Algorta,

CEO, kubo.financiero

Claudia Revilla,

Director, Prodesarrollo

Cynthia Villarreal,

General Coordinator, PRONAFIM - Programa Nacional
de Financiamiento al Microempresario

Households with limited resources do not have access to traditional banking; they face financial instability. One of the major challenges today is to reach more of the Mexican population, notably through the use of technology so that people can exit poverty and use innovative practices to reach financial inclusion.

Financial inclusion consultant Gabriela Zapata explains that, according to recent studies, progress in Mexico has been modest. Three factors are to blame:

- 1) No cell phone coverage in too many rural areas
- 2) Use of numerous informal financial instruments (informal community-based organizations lend the money, and the loan is notably based on personal relationships)
- 3) Geographic inequality in Mexico

Several practices could be implemented to promote greater financial inclusion in Mexico.

Increasing information on prospective clients through technology

“One of the first barriers to the expansion of rural credit is the lack of information” on potential customers, which means financial institutions lack criteria to help in their selections, says Karla Breceda, Founder of El Buen Socio. She suggests the

development of a data clearinghouse to provide information. This would allow a better selection of clients and the design of financial products adapted to their needs.

Vicente Fenoll, CEO of kubo.financiero, had such a database in mind when he created his platform, which uses technology and available information on potential customers, to study their individual behaviour and better understand their individual needs.

Claudia Revilla, Director of ProDesarrollo, emphasized the importance of re-thinking the microfinance system. She points to the the modest progress on financial inclusion in Mexico using the current microfinance model, and says this model merely mirrors the traditional banking system and depends excessively on commercial banking. Innovative ways of using technology for banking are necessary, she says.

Training for prospective customers on money management

Technological innovations has a great potential to target populations and accelerate financial inclusion, Ms. Zapata explains, but education is needed.

Cynthia Villarreal, General Coordinator of PRONAFIM, the Mexican Secretary of Economy’s National Program for Financing Micro-entrepreneurs, outlined the importance of training and education, stating that “micro-credit by itself does not have enough impact to consolidate the micro-business.”

Information and transparency should also be granted to the population. When people are able to choose where to invest their money, “there is a very strong level of society empowerment” explained Mr. Fenoll. Connecting people in need of loans with people who want to invest their money can constitute a great empowerment tool, as it allows people to invest in projects they support.



Gabriela Zapata Alvarez - Claudia Revilla - Vicente Fenoll Algorta - Cynthia Villarreal - Karla Breceda Elenes

CARTIER WOMEN'S INITIATIVE AWARDS 10TH ANNIVERSARY CELEBRATION



With Leticia Jauregui, 2009 CWIA finalist from Mexico and Rising Talents Mexico 2016:

“The Cartier Women’s Initiative Awards was launched 10 years ago in order to offer women safe places to introduce their business plans and start their businesses, grow and be able to boost them. The 10-year-old-program was a pioneer not only for supporting women but also for doing so from a comprehensive perspective, where women participate not only in the competition but also in an acceleration process for their business plan. The finalists are selected by an international jury.

After a period of coaching, 18 finalists are invited to go to France, first to Cartier’s offices in Paris, so that finalists (or runners-up) can get to know each other, prepare their final presentations, and improve their marketing strategies and business plans. The final stage happens in Deauville, the original venue of this wonderful Women’s Forum Global Meeting where we connect with delegates from all over the world: with men and women who want to boost their entrepreneur projects, as well as with public and private organizations.

When I participated in the Cartier Women’s Initiative Awards in 2009 as a finalist, 360 women had entered the competition.

Today Cartier has registered nearly 10,000 applicants since the launch of the Awards. This platform has really boosted us and helped us to think big.

So I would like to encourage you all to participate in the Cartier Women’s Initiative Awards!”

About the Cartier Women’s Initiative Award

In 2006 Cartier joined forces with the Women’s Forum for the Economy & Society, INSEAD business school and McKinsey & Company to create the Cartier Women’s Initiative Awards, an annual business plan competition that supports and encourages businesses run by bold and enterprising women entrepreneurs. Each year six laureates are awarded US\$20,000 in funding, along with personalized coaching for one year, media exposure and networking opportunities. The competition targets creative start-ups that are financially viable and socially responsible, run by women of all nationalities and from all sectors.



Abrimos los ojos de quienes no ven y los corazones de quienes sí vemos

En Cinépolis, una empresa muy comprometida socialmente, hemos construido un modelo exitoso basado en valores éticos que aspira a contribuir al desarrollo social. La clave radica en el uso de nuestra capacidad instalada, así como en la inversión de recursos humanos y financieros, en tres líneas estratégicas alineadas con nuestra razón de ser como empresa: los cines.

- Ceguera por catarata
- Educación a través del cine
- Entretenimiento con sentido

Diseñamos uno de los modelos más efectivos que hay en México para la realización de cirugías de cataratas, basado en la colaboración con actores públicos y de la sociedad civil, con oftalmólogos filantrópicos y con los clientes de nuestros cines, y gracias al cual desde 2006 hemos ayudado a más de 28,000 personas pobres de 21 estados de la República, a recuperar la vista.

Actualmente estamos trabajando en llevar nuestro programa a otras comunidades marginadas de México, y nos proponemos hacerlo también, en el futuro cercano, en la India, Brasil y Guatemala. Asimismo, estamos comprometidos a generar conciencia y acción comunitaria para prevenir que este padecimiento visual cause ceguera a millones de personas en todo el mundo.

¿Por qué queremos contribuir al Women's Forum?

Nuestra razón para contribuir al Women's Forum for the Economy and Society es cumplir con nuestra misión, que es contribuir a la justicia social en México. Estamos comprometidos a apoyar foros y toda clase de eventos que promuevan la reflexión y la discusión de temas socialmente relevantes, tales como el empoderamiento de las mujeres y la evolución de su rol en la sociedad.

Helping others see through our core business

In Cinépolis, a company that holds a strong social commitment, we have built a successful model that embraces ethical values and pursues to contribute to social development.

The key has been to use our installed capacity, and to invest human and financial resources on three strategic lines aligned to our reason to be as a company: movie theaters.

- Cataract blindness
- Education through the art of the film
- Entertainment with purpose

We designed one of the most effective models for cataract surgeries in Mexico through a collaborating system with social and public agents, ophthalmologists and our clients, allowing over 28,000 people living in poverty to recover their sight in 21 states of Mexico since 2006.

Currently, we are working to scale up our program to other marginalized communities in Mexico, and we aim at doing so as well in India, Brazil and Guatemala in the near future. We are also committed to raising awareness and public advocacy to prevent this reversible eye disease to cause blindness to millions of people all over the world.

Why do we want to contribute to the Women's Forum?

We want to contribute to the Women's Forum for the Economy & Society to comply with our mission, namely, to enhance social justice in Mexico. We are committed to supporting forums and events that promote reflection and discussion of socially relevant contents, such as women's empowerment and their changing role on our society.



ENABLING WOMEN TO BE BUSINESS CREATORS

Moderator:

Pilar M. Aguilar,
Angel Investor, Entrepreneur

Speakers:

Hernán Fernández Lamadrid,
Co-founder & Managing Partner, Angel Ventures Mexico

Rosario Perez,
former President and CEO, Pro Mujer

Juana Marcela Ramirez,
CEO, SOHIN Soluciones Hospitalarias Integrales SA de CV

Silvia Taurozzi,
Global Advisor in Agribusiness, Louis Dreyfus Commodities, Founder Member, Marianne, and Jury Member, Cartier Women's Initiative Awards

Developing access to capital associated with practical business skills, collaboration and learning from role models are the core elements for encouraging women entrepreneurship. Women must also accept that they cannot be perfect in everything and own the right to establish their priorities.

When women decide to become entrepreneurs after they leave school, they are “hustlers, constantly pushing for more,” explains Hernán Fernández Lamadrid, co-founder & Managing Partner of Angel Ventures Mexico. When the company starts to grow, however, women tend to stand back while men become the leading protagonists: “Women are no longer the founders we saw in the early stages of the project,” Mr. Fernandez says. Among the 20 companies he has invested in, only two count a woman on the board.

While there is a new appetite in Mexico for entrepreneurship, reports Mr. Fernández Lamadrid, women still have some way to go to take advantage of this growing opportunity. To allow more women to become successful entrepreneurs, they must have wider access to capital, develop practical business skills, look for role models and use mentoring as well as networking.

Increase access to capital

Most of the women entrepreneurs are micro-entrepreneurs, or even “micro-micro entrepreneurs,” selling for example fruits and vegetables or owning a beauty salon, explains Rosario Perez,

former President and CEO of Pro Mujer. Facing a double workload, with work and house chores, these women tend to choose businesses that are the least profitable. While they operate within the informal economy, they take more risks, and their access to capital is reduced.

Banks do not especially support small- and medium-sized companies, and these financial institutions require the same guarantees as they would for any type of credit, according to Juana Marcela Ramirez, CEO of SOHIN Soluciones Hospitalarias Integrales SA de CV. “Access to capital is still an issue we need to solve.”

Develop business skills

To increase their access to capital, women need to work on presenting financial models and a business plan for growing their company, explains Silvia Taurozzi, Global Advisor in Agribusiness, talking about her experience as a member of the jury for the Cartier Women's Initiative Awards[1].

Ms. Perez adds that, unlike men, who have formal jobs, women without experience of the business world have fewer skills. Financial education is not the key, she says, especially for micro-entrepreneurs who do not have the time to study. Rather, she encourages them to get practical support from mentors who already know the rules of business. “Everything you do with women entrepreneurs needs to be practical and should

1 The Cartier Women's Initiative Awards are an international business plan competition created in 2006 by Cartier, the Women's Forum, McKinsey & Company and INSEAD business school to identify, support and encourage projects by women entrepreneurs.

not take a lot of time because they have two scarcities: time and money.” Such “practical skills” are fundamental in order to run an organization, notes Juana Marcela Ramirez.

One way to develop these skills is to foster **an entrepreneurial spirit within the company**, meaning “encouraging employees to take actions but always measuring risks in order to make some informed decisions and being more skillful,” considers Ms. Taurozzi.

Find role models, mentors and build networks

Explaining the modest presence of women entrepreneurs, Mr. Fernández Lamadrid points to a lack of role models for women who can say, I can be someone who provides the family with the resources, I will be the one in charge Ms. Perez replies that there are, in fact, many important women entrepreneurs but they are not widely known.

Besides fostering an entrepreneurial spirit in a company, Ms. Taurozzi considers two elements to be essential: **good mentors and building an internal and external network**. On networking, Juana Marcela Ramirez notes that it is a “shared responsibility,” to the extent that it is “the responsibility of accelerators, of institutions, to create spaces for knowledge” but also the responsibility of entrepreneurs themselves to sell themselves: “You only have one opportunity to pitch your dreams.” Ms. Perez emphasizes that we should put much more effort into collaboration and into supporting other women. “In the world of today, you need to share,” she says.

“There is not a single way of being a successful woman,” says Juana Marcela Ramirez. “I am very much criticized in my family because I dare to say that the most important thing in my life is my company’s project.” Interests and passion should be what matter in the end. “When you are passionate about something, you are going to become a great entrepreneur,” notes Mr. Fernández Lamadrid.



Rosario Perez - Pilar M. Aguilar - Hernán Fernández Lamadrid - Silvia Taurozzi - Juana Marcela Ramirez

AMAZING WOMEN: EUFROSINA CRUZ

Hosted by *Quien*

Speakers:

Eufrosina Cruz Mendoza,
Politician and Activist; Rising Talents Mexico 2016

Laura Manzo Aguilar,
Editor in Chief, *Quien*

In 2010 Eufrosina Cruz became the first woman to chair the Oaxaca State Congress, and four years later she secured a constitutional amendment recognizing indigenous women's active and passive rights to vote. During her conversation with Laura Manzo, *Quien's* editor-in-chief, Ms. Cruz talked about the challenges to succeed as an indigenous woman and the importance of seizing opportunities, mainly through education.

On 4 November 2007, Eufrosina Cruz Mendoza won a victory in the municipal elections in the small village of Santa María Quiévolani, situated nearly half-way between Oaxaca and the Pacific coast, but male authorities of the community annulled this vote. "I was told that because I was a woman I could not be an authority in my town," she recalls. The young politician realized that the condition of women in her community had not changed since she left it at the age of 11 to study. "I did not hold that environment responsible because people there did not know how to read and write; they did not even know what human rights are."

So Eufrosina Cruz decided she would defend the rights of indigenous Oaxacan women. "Traditions cannot be above human rights," she explains.

Education is at the core of empowering women and Mexico's indigenous population in order for them to participate increasingly in the political process. "Education is for me the most important tool to become free from poverty and marginalization.

When a woman has that tool, she breaks through barriers." Ms. Cruz added that education can help girls to understand that their future does not necessarily come down to marriage and house chores, and can also help them realize what is right for them: "The best investment you can make is educating a girl because she will transform her family, community and society," she said.

Yet women should also provoke opportunities to achieve autonomy. "As women, if the society does not give us what we deserve, we should grab it, this is our only choice." Change cannot happen without women's involvement. Her advice is to "raise awareness and do this conscious revolution without undermining the rights of others."

Ms Cruz said she has noticed a positive evolution: indigenous women realize they have a right to decide. She often feels the need to recall that being indigenous does not amount to being vulnerable; rather, it constitutes the sign of another cultural identification. Such recognition is essential for equality. "The day Tenoxtitlán [the ancient Aztec capital] understands that we can decide for ourselves will be the day we will see more women governors in this country." Ms. Cruz explained that in more than 100 municipalities in her own state of Oaxaca women still cannot vote or be elected.



AMAZING WOMEN: MARCELINA BAUTISTA BAUTISTA

Hosted by *Quien*

Speakers:

Marcelina Bautista Bautista,

Founder, Support and Training Center
for Domestic Workers

Laura Manzo Aguilar,

Editor in Chief, *Quien*

Marcelina Bautista Bautista was 14 when she took the journey from Oaxaca to Mexico to eventually become a domestic worker. In 2000, she embarked on a professional project: to create a union of domestic workers, to defend and protect them.

“I think it is time for us to stop seeing the issue of domestic workers as an advantage that we have in Mexico,” explains Laura Manzo Aguilar, editor in chief of *Quien*.

Marcelina Bautista Bautista: [Employers] ignore their obligations with respect to [human] rights. It is a cheap labor job. It is a form of slavery.

Laura Manzo Aguilar: How do you work with the government?

MBB: We started telling the government that the rights of domestic workers don't exist in Mexico. So we have to start with a basic agreement. In 2013 we received the National Award for Non-Discrimination and Equality from the Minister of the Interior, who committed to bringing the agreement to the Senate for ratification. This has not yet happened, but we are still moving ahead. We have a national union of domestic workers composed of men and women. This has launched a social dialogue between workers, employers and the government.

LMA: There are more than two million domestic workers in Mexico; how many members do you have?

MBB: 500 members in Mexico City, a city that counts more than 305,000 domestic workers. So there is a lot to be done in Mexico City and across the country.

LMA: And are you campaigning throughout the entire country?

MBB: Yes, we are going to start working in different states.

LMA: How can employers, most of whom are female, I think, become a part of this cause?

MBB: This is a labor issue. When a person hires a domestic worker, this person becomes an employer and has to grant the rights that employees deserve. We should also stop seeing domestic workers as part of a family. Employers say that their domestic workers are almost like family. No! We don't want to be adopted by you; we want our job to be dignified and our rights to be respected.

LMA: Marcelina, you've broken more barriers than a lot of other women have. Who taught you this and what has kept you struggling and fighting all these years?

MBB: There have been great men in my life. My dad was always very honest and straightforward. When I started doing this job, a priest told us about how to serve others, but also how not to turn the other cheek. I was also a woman with a lot of limitations. I was not able to go to school and didn't speak Spanish. So, it was very frustrating for me knowing that domestic work was my only choice. But when I started this work against violence –

violence against domestic workers – I started to read Gandhi, who said, ‘If we change the law, we change the meaning of society.’ I then thought, ‘Why should domestic workers be slaves in a home?’ All of this has helped me to move forward.

LMA: Are there women in the story as well?

MBB: Of course! When a woman tells me, ‘Your work is very noble.’ I tell her, ‘Oh right, well, join me.’ I keep in mind that a lot of the women who hire us are very busy because of their own professional activities, but we don’t want them to succeed at our cost or at the cost of other women. I think it is important for us to move forward together.

LMA: Marcelina, what do you dream about?

MBB: I can’t dream of anything other than having a standard so that workers and employers can abide by their rights and obligations.



AMAZING WOMEN: MARTHA 'PATI' RUIZ CORZO

Hosted by *Quien*

Speakers:

Martha 'Pati' Ruiz Corzo,
Environmental Activist,
Founder Grupo Ecológico Sierra Gorda IAP

Laura Manzo Aguilar,
Editor in Chief, *Quien*

Sierra Gorda is a protected heaven in the state of Queretaro in Mexico, a biosphere where nature leads. All thanks to the efforts of Martha Isabel Ruiz Corzo, AKA Pati, who has dedicated a third of that Mexican state – the equivalent of the State of Rhode Island in the United States – to nature and conservation.

Laura Manzo Aguilar: If you had one message to share, what would that be?

Martha Isabel Ruiz Corzo (Pati): The Sierra Gorda is the most protected area in the central Mexico. It is a wildlife area and a capital that is basic for life to continue to exist on the planet. We should put our heart in Mother Earth. All this modern life has disconnected us from nature as a whole, and we have already forgotten about our origins; we have already forgotten that when we move on to a different dimension, we become earth. Our bodies become earth, soil for growing plants.

LMA: How did you decide to move to the Sierra Gorda, stay there and find a new way of living 30 years ago?

MIRC: Life challenged me with health. One of my children had asthma, and I was always racing to the hospital. One day, a doctor told me, 'You should keep her from playing or practicing karate and swimming,' and that day I decided to live in the mountains and fully rely on Mother Nature. I was saying, 'My child, you are not anymore on the hands of your hypochondriac mother; I'm going to un-toxicate you.' And, Laura never got sick again.

I stopped searching for answers and counting cents in order to have access to all the abundance of nature. I found in the Sierra Gorda the means for me to live out my passions. I have always wanted to help and to give since I was a kid, but I was looking for my path, for my own way. That's how I approached the Sierra Gorda.

LMA: What is the current situation in the biosphere?

MIRC: After I was first appointed by Mexico's president [Ernesto Zedillo Ponce de León] as the director of the reservation, I was told, 'OK, you want to protect your land so you have to tell the governor that he cannot build his dam, tell him that he cannot increase or lengthen the highway....' I had to meet with each official and tell him that he has to ask for permission. I was defending all this territory. I fought with everyone and I won.

LMA: So we should all learn how to fight like that?

MIRC: I had some campaigns in which I was almost down. The police came and took my kids. I was on the front page of the newspapers as if I had extorted and misled people. That was very harsh for me, and this was the work of a governor against me. I am no longer a federal authority over there; however, the current governor said, 'OK, no, we're not going to do anything that Pati Ruiz Corzo has not authorized.' Two weeks ago, there were 80 police officers in my training center: Federal Police, State Police, Municipal Police... They came to be trained so that they can be in charge of [fighting against] all the illegal activities in the reservation.

LMA: Do you think this has meant progress for the situation of women in the Sierra Gorda?

MIRC: Well, there are four women in the municipalities in Jalpan, Becerra, in Matamoros, and Pinal de Amoles. There was something very favorable for us: gender quotas in five municipalities of the Sierra Gorda. I met with the five women, and when they were elected, I told them: "Hey, friends, it's great that now women are in charge of all this territory, because we know what products to use for cleaning, how to sweep and we know how to do all the household chores. The Sierra Gorda was like an apartment for single people. Nobody took the trash out, did the dishes, flushed the toilet or turned on the washing machine. That's how they left the Sierra Gorda to me. It is now very different with these five women leaders. They once were five girls who were raised with [awareness of] ecology. I have been educating them in the community in Sierra Gorda for 30 years. I asked them, 'So who knows all the ecology songs?' And all of them knew them.



VIOLENCE AGAINST WOMEN: FROM LAW TO SOCIAL CHANGE

Moderator:

Laurent Thomet,
News Editor, AFP Mexico

Speakers:

Ana Gúezmes García,
Representative for Mexico, UN Women

Alejandra Negrete,
Commissioner, National Commission to Prevent and End Violence
against Women

Arely Pavón Torres,
Owner, Plantas y Decoración de Macetas

Eduardo Vazquez,
Security expert

It took 20 years for Arely Pavón, the mother of two children, to leave a marriage of abuse, humiliation, depression, bruises, swollen eyes, and marital rape.

In Mexico, six out of 10 women suffer from domestic violence, says Laurent Thomet, News Editor at AFP Mexico.

Like many other girls in Mexico, Arely Pavón was raised by a mother who taught her that she needed a man in her life. “One day she told me I had to wait for a man who would take care of me; that I needed a man to protect me.”

When a good-looking surgeon noticed her, she felt flattered. He was young and catholic. They started dating. Six months later, the man who was going to become her husband and the father of her daughters showed the other side of his personality. Soon, he was beating her. Ms Pavón fell into a domestic violence spiral and was too afraid to act.

The primary challenge is to convince women to move out of the “circle of violence,” explains Alejandra Negrete, Commissioner at the National Commission to Prevent and End Violence against Women. “Women prefer to stay at home either to avoid an increased threat and to protect their children at least until they reach the age to go to college, or to stay silent because society sees them as victims.”

On a Saturday, while she was waiting for a daughter, Arely Pavón overheard two women talking about domestic violence and found the strength to confide in them. One asked Ms Pavón to meet at the mall two days after to go to a center for battered women. “I did not want to go, I was afraid; but (...) I talked with

my mom about the situation,” and to Arely’s surprise, her mother already knew about it. Arely decided it was time to go to the Center.

There are 27 Centers of Justice for Women in Mexico (10 more are under construction). They aim to bring all the necessary actors –psychologists, doctors, lawyers, judges – and tools to help women find solutions. “It is neither easy nor quick,” laments Ms. Negrete. In a country where, she says, 98% of domestic violence crimes go unpunished, some even refuse to take their cases to a court of law.

Indeed authorities do not always take seriously the complaints of battered women. Says Arely Pavón: “When you decide to report an aggression or ask for help, the authorities ask, ‘Why did you provoke him? You deserve it, your place is with your husband.’”

An 800 number to speak to therapists and social workers, in addition to efforts to empower women economically and to help them develop their own businesses or to find a job, are the first steps toward a violence-free life.

Legislation, of course, plays an important role in combating a culture of violence against women. The Gender Alerts programme, launched in 2015, aims to design, implement and evaluate new public policies to prevent violence.

According to security expert Eduardo Vazquez, society is the third actor in cases of violence against women, after the victim and the perpetrator.

In Mexico, as in other Latin American countries, the United Nations is helping to bring together state and federal governments as well as foundations and organizations to develop a three-pronged strategy to take action against gender-based violence:

1- **The law does not change the culture:** “Ending violence is everyone’s duty,” says Ana Gúezmes García, UN Women Representative for Mexico: “government, society, private sector, and journalists.”

2- **Prevention is key:** Two campaigns are under way in Mexico.

1) **Pintar Mexico de Naranja** (Painting Mexico in Orange) takes place on the 25th of every month, encouraging people to imagine a brighter future where girls and boys can grow up in a violence-free and discrimination-free world.

2) **Summando a los Hombres** (Adding the Men): “Not all men are aggressors,” explains Gúezmes. “Some are working to change” this paradigm “in their daily lives as social or business leaders.”

3- **The end of impunity:** Not only the judicial but also the social impunity, “the social silence. “The message is zero-tolerance.”

Ending violence is an essential step towards empowering more women in Mexico’s economy and society. “How,” asks Ms. Gúezmes García, “can we expect women to fully participate in the economic and social world, when they are so damaged?”

Surviving 20 years of domestic violence, Arely Pavón managed to get help. Today she is a successful business-owner.



Eduardo Vazquez



Arely Pavón Torres - Alejandra Negrete



Arely Pavón Torres - Alejandra Negrete - Laurent Thomet



WE CAN HAVE MORE PUBLIC SAFETY

Moderator:

Ana María Salazar,
CEO, Grupo Salazar

Speakers:

Laura Carrera Lugo,
Coordinator, Police System Development,
Government of Mexico

Alejandro Hope,
Editor, Seguridad y justicia

Melina Risso,
Director, Instituto Suo de Paz

Mexican public safety has worsened in recent years, notes journalist Ana Maria Salazar. “More people are feeling the security issue closer to them, as they have been victims or know someone who has been the victim of a crime,” she says.

Violence in Mexico by numbers (source: Alejandro Hope, Editor, Seguridad y justicia):

- Homicide rate in 2014: 17 per 100,000 inhabitants (vs 4.5 per 100,000 in the US, according to FBI figures).
- 20,000 homicides in Mexico (vs 14,249 in the US according to the FBI): Note that the Secretary of Public Security announces a lower figure (15,723 murders) but this figure has been challenged by the media.
- Number of murders in Mexico per week is equal to the number of murders in Spain per year.
- One out of three households has been the victim of a crime.
- 100,000 kidnappings per year, two-thirds of them “express kidnappings” (less than 24 hours).

“The Latin American continent is the most violent in the world,” explains Laura Carrera, Coordinator of the Police System Development for the Government of Mexico. But “we have to study why some States, such as Yucatan, are less violent than others, such as Guerrero.”

For Ms. Carrera, a police officer who also is a social anthropologist, understanding the past and how sub-cultures have merged are necessary steps towards finding solutions to combat crime.

While the causes of violence are diverse, some cities in Mexico have found a way to reduce their crime rate, but an overall review of the role of the police is needed, and women should to be part of the solution.

Causes of violence are numerous.

- Demographics. “In overstretched cities, governments have failed to build the needed infrastructure to absorb” an exponentially growing population moving “from the countryside.” (Laura Carrera Lugo)
- Cultural mergers: Appropriate policies have not always been taken to accompany “the absorption of each other’s cultures.” (Laura Carrera Lugo)
- Marginalization of people: “There is no mechanical relationship between socioeconomic status of people and their propensity to commit crimes,” (Mr. Hope), and “marginalization” of people actually can a stronger factor of violence than poverty.” (Laura Carrera Lugo)
- The Police: It “tend to be poorly trained, underpaid controlled and is not accountable.” (Alejandro Hope)

Yet some cities have seen drops in the crime rate.

Located on the border with the United States in the state of Chihuahua, Ciudad Juarez saw its crime rate jump from around 300 crimes in 2007 to 4,000 three years later. Yet in 2014, the figures dropped 90% back to ratio of 2007. “A similar case happened in Monterrey in the State of Nuevo Leon,” explains Mr. Hope who singles out three common factors:

- 1) The presence of local leadership: the Federal government cannot be the pacifier everywhere;
- 2) An active and preexistent civil society: private organizations target the specific crime issues such as femicide in Ciudad Juarez;
- 3) The existence of a free and critical press: the media can pressurize the local authorities to act.

The police need to change and...

The police needs to win the respect of the society, explains Ms. Carrera. The human factor is at the core of the issue. “We must professionalize our police,” she says. This includes: career development, long term training, specializations, and discipline.

The example of Acapulco, “one of the most important and insecure cities in the world,” says Ms. Salazar, shows the limits of armored police. “The municipalities and state police want to wear Rambo clothes,” regrets Ms. Carrera, but what is needed is a “empathetic police that can actually work with people” who are marginalized in the mountains, “with the community and understand the dynamic of violence.”



Alejandro Hope

Melina Risso, Director of the Instituto Sou da Paz, explains that communities abandoned by the government in Brazil, have empowered criminal groups to rule them. In order to regain control on the territory, sending the police in is not the silver bullet. “The government also needs to provide a systematic and comprehensive solution,” to public safety, she says.

...Women need to part of the process.

- 90% of felonies are committed by men, and jail population is composed of 90-92% of men (Source: Laura Carrera Lugo).

The biggest part of “violence against women,” is caused by men and “chauvinism,” asserts Ms. Carrera. It therefore has to be considered as a public safety issue. Yet “the armed and police forces are exclusively dominated by men,” although the United Nations’ Security Council wants women to participate in security matters.

“Women are the main promoters of peace,” Ms. Carrera says. Their voices and vision should a pivotal role in conflict resolution and sustainable peace.



Laura Carrega Lugo

ADDRESSING CAREGIVING DIFFERENTLY, FOR EVERYONE'S BETTER HEALTH

Hosted by Sanofi

Ethel Soriano,

Journalist, Imagen Radio, Excelsior

Speakers:

Blanca Pelcastre Villafuerte,

Leader, Health and Vulnerable Groups, Centre for Health Systems Research, National Institute of Public Health

Patricia Cervantes,

Medical Director, Sanofi Pasteur Mexico

Luis Garza Sada,

CEO, Kinedu

Belinda González Díaz,

Chief of Cardiology, Hospital Juárez

There is a moment when figures no longer mean anything: in Mexico, 97% of women are the primary caregivers for their children and family members. In other words: women hold the responsibility of caregiving in addition to any other responsibility they may have.

“We must reverse this overwhelming percentage and destroy the label that affirms that we are the caretakers of others,” explains the Leader for Health and Vulnerable Groups at the National Institute of Public Health Blanca Pelcastre.

A full understanding of what is at the roots of this situation and its consequences is an absolute necessity before any attempt to balance the role of women and men as caregivers.

“This is a social and cultural issue,” adds Belinda González, a cardiologist.

Women are seen as “superhuman,” says Patricia Cervantes, Medical Director at Sanofi Pasteur Mexico. “I’m the one who is not allowed to get sick.” Machismo in Mexico is of course to blame. “We do not demand what we deserve,” Ms. Cervantes adds. “We don’t even ask for it because we don’t think we have that right. Perhaps women are accustomed to abuse.” Ethel Soriano recalls that “women are raising macho males; girls are the ones cleaning tables.”

As a result, the system assumes there is always a woman at home.

“Who is in charge of us?” asks Ms. González. Women are the primary caregivers in Mexico but the first to be unaware they are entitled to healthcare.

Some categories of women are even more fragile. “An indigenous woman with little education and no access to work becomes more vulnerable,” explains Ms. Pelcastre, who adds that “indigenous populations have the right to receive care in their language,” and yet only a few healthcare providers have translators. “How can we assume to prepare someone as a leader of her community if she cannot even receive proper healthcare?” she asks.

Social culture can also prevent men from taking caregiving responsibilities.

Luis Garza, CEO of Kinedu, whose company is dedicated to children’s development, is an entrepreneur and a father of young girls. He said he thought he had the freedom to spend a few weeks with his wife after she gave birth to their babies. His Mexican investors did not agree: ‘We will give you whatever it takes so that your wife can take care of the girls and you come to work the day after the birth,’ Luis Garza recalls them telling him.

There are laws in Mexico that allow men to take time off to be with their newborn baby, though: “Five days,” explains Mr. Garza. “But who knows that?” asks Ms. Soriano.

To reverse the 97% figure implies a profound cultural and social behavior change.

“Women feel guilty when their husbands help,” Ms. Soriano says. It is not about helping women but sharing responsibilities and expenses, explains Ms. Pelcastre, even if this means a daily endeavor to educate them. Regardless of how effective is the impact of this “education,” this will lead to a better balance for the generations to come. Children would benefit as well from specific education on being autonomous, adds Ms. González. “It makes them stronger to defend themselves,” she adds.

Changing the ecosystem and public policies is also necessary, but Mr. Garza believes that, so far, “Mexico has failed to take that discussion to the level of public health.” It would, however, benefit everyone: women, children and the workplace.

For instance, paternity leave would impact the wellbeing of the child, of women, and of society in general:

- A man who stays at home the first few days after the birth “generates better bond with the child” and in the long run, it will allow the child to produce better academic results, less problems of violence and risks of prison.
- When men stay home a few weeks after the birth, rates of women’s postpartum depression decrease. Also “women return to work sooner; they are more productive and have lower levels of stress.”
- At the company level, “dads who form those bonds with their children tend to be less stressed, they usually have clear purposes in his life, and therefore tend to be more productive”.



Belinda González Díaz - Patricia Cervantes - Ethel Soriano - Blanca Pelcastre Villafuerte - Luis Garza Sada

BEYOND EDUCATIONAL REFORMS TO PROVIDING THE TALENT MEXICO WILL NEED TOMORROW

Moderator:

Carlos Mota,
Columnist, El Financiero

Speakers:

Gina Diez Barroso de Franklin,
President & CEO, Grupo Diarq

Marinela Servitje,
President, Sietecolores

Alexandra Zapata,
Co-founder, MejoraTuEscuela.org

Margarita Zavala,
Educator and former Member of the Mexican Congress

Four words to lead to success at school:

1. **Textbook:** “I went to schools where textbooks said, ‘**Mom stays at home; dad reads the newspaper**,’” recalls PAN Presidential candidate Margarita Zavala. “How am I supposed to get a professional career if I have been reading this since I was a little girl?”
2. **Failure:** “First,” says the President of Grupo Diarq Gina Diez Barroso, “we need to **stop being afraid of failure** – a Mexican trademark – because it only paralyzes a fear that prevents us from trying.”
3. **Role model:** “I have had wonderful **women as examples** within as well as outside of my family - yet not every girl gets that opportunity,” Alexandra Zapata, a millennial who co-founded MejoraTuEscuela.org, explains.
4. **Attitude:** “Our family trusted us, and we were taught to be **self-confident**,” concludes the President of Sietecolores Marinela Servitje.

The educational reforms in Mexico should aim at building a personality and at renewing a conversation among parents and teachers.

When the **educational reform process** started in the early 2000s, Ms Servitje recalls, testing showed how far behind Mexico was compared to other countries. “This educational reform is for everyone,” she says: “boys and girls, women and men.” The reform, however, “is not finished,” Ms. Servitje adds. “It takes political will and patience, up to ten years.”

The educational system suffers from a terrible infrastructure: schools that “never received the library and computers they were promised,” Ms. Zavala says. But the budget is available – “the largest one in the country,” (over 600 billion pesos). The question is how it is being spent, Ms. Zavala adds.

Teachers should be chosen “based on their merits,” adds Ms. Servitje, and they should receive a continuing education. “We are going to be aligned with the UNESCO principles,” she says, which means developing the “competencies for the 21st century: learning how to be a person; character building; learning to be and to know; to co-exist and to connect positively with others.”

“Professors need to understand that their jobs is to guide the students so that they become better persons,” says Ms. Diez Barroso, which means helping them “to manage an exorbitant amount of information,” now available at their fingertips.

In order to finally build the proper infrastructure and hire efficient teachers prepared to face the current educational challenges, Ms. Zapata says that corruption needs to be addressed. “We did a study in 2014 on teacher payrolls and education expenses,” the millennial explains, which led to the conclusion that this sector has been one of the most damaged by corruption. “Public education has been used as a political currency for decades and there is an information gap between the teachers, the government and the parents.”

The answer is a full “transparency,” Ms. Zavala says: “to close the gap between boys and girls and to evaluate the social impact of programs.”

An effective “transparency empowers citizens, and for that, data at the ‘hyper-local’ level that is relevant for the teacher and the parent is needed,” echoes Ms. Zapata. The educational system needs to be accountable.

While there is already an increasing number of girls and women going through the educational system, why don’t we see the impact in the professional world, asks journalist Carlos Mota? It will happen once “we break down educational, work and cultural barriers,” Ms. Zavala concludes.



Marinela Servitje



Margarita Zavala



Alexandra Zapata



Carlos Mota



Gina Díez Barroso de Franklin

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For many years, McKinsey & Company has made gender diversity a priority. Over the past ten years, we have launched major internal initiatives to develop women as leaders, and more recently "All in", which brings men and women together to make of our firm a place where the world's most talented women can have a long and successful career. We also regularly publish our "Women Matter" series of reports, to support women in business and the economy. This has made us a natural partner of the Women's Forum for the Economy & Society since the beginning.



Sanofi es un líder global en el cuidado de la salud con más de 86 años en México y con uno de los portafolios de productos más diversificado e innovador de la industria. Sanofi México está comprometida con redefinir lo posible para los pacientes mexicanos en los problemas de salud pública más importantes como dengue, diabetes, hipercolesterolemia y esclerosis múltiple, a través una oferta diversificada de vacunas humanas, medicamentos y soluciones terapéuticas innovadoras. Con más de 2000 colaboradores y colaboradoras y dos plantas industriales, Sanofi es un líder en la industria farmacéutica mexicana y un socio público de salud para las instituciones del país. Para poder elaborar e implementar las políticas corporativas adecuadas Sanofi conduce diagnósticos internos para comprender mejor qué acciones deben ser encaradas para asegurar que se ofrezcan igualdad de oportunidades a hombres y mujeres. Por ello, Sanofi cuenta con comités de diversidad y género y profesionales dedicados que investigan y exploran cuales son los asuntos críticos que necesitan ser tratados para continuar mejorando. Adicionalmente Sanofi se certifica en buenas prácticas de género con las instituciones acreditadas en cada país y se asocia con organizaciones nacionales y supra nacionales, como el Women's Forum for the Economy & Society, para promover la igualdad, empoderar a las mujeres y contribuir a achicar las brechas de género.

Sanofi is a global healthcare leader with more than 86 years in Mexico and with one of the most diversified and innovative portfolio in the industry. Sanofi Mexico is engaged in redefining the possible for Mexican patients in the most important public health problems such as dengue, diabetes, hypercholesterolemia, and multiple sclerosis with a diversified offer of human vaccines, medicines and innovative therapeutic solutions. With more than 2,000 collaborators and two industrial sites, Sanofi is a leader in the pharmaceutical industry in Mexico and a public healthcare partner for Mexican healthcare institutions. In order to put in place the right corporate policies Sanofi conducts internal diagnoses to understand better what actions must be undertaken to secure that equal opportunities are offered for men and women. For that Sanofi has gender and diversity boards and dedicated professionals who research and explore what the issues that have to be addressed to continue improving are. Sanofi gets certified in gender practices by the proper entities at country level and partners with national and supra national organizations, such as the Women's Forum for the Economy & Society to promote equality, empower women and contribute to close the gender gap.



WOMEN IN POLITICS: A CONVERSATION BETWEEN DEMOCRATIC LEADERS

Hosted by *Time Contact*

Moderator:

Ana Maria Salazar Slack,

Host And Producer, Imagen News, Seguridad Total

Speakers:

Xochitl Galvez Ruiz,

Delegate, Miguel Hidalgo (Mexico City)

Ivonne Ortega Pacheco,

former Governor of Yucatán

María Lucero Saldaña Pérez,

Senator, Mexican Congress

When she was 12 years old, Ivonne Ortega Pacheco had to leave school; growing up in a poor family, her father could no longer afford to pay for her education. Despite this, at 26, she ran for office and was elected. In 2007, when Ms. Ortega Pacheco was 34, she became governor of Yucatán. She now fights for gender equality. “Your effort, your talent, should determine your life goals, not where you were born,” she declares.

Such stories are still far too rare in Mexican politics. “It is great that gender parity is in the Constitution, but only one woman is governor,” says Host and Producer Ana Maria Salazar Slack.

In 2014, a constitutional reform was undertaken to ensure that at least 50% of the candidates for federal and state legislative elections were women. As a result there are 42,6% of women at the Chamber of representatives, and in the Senate, women now occupy 37% of the seats, reports Lucero Saldaña, Senator at the Mexican Congress. Yet only 7% of the mayors are women. More quotas, new campaign financings, independent candidatures and a different culture are potential tools to have more women breaking the glass ceiling in Mexican politics.

• More Quotas

Xochitl Galvez Ruiz, an expert in clean technologies and environmental protection, was approached by the PAN (Partido Acción Nacional), which was looking for eight women candidates

to respect gender parity among their candidates. She was elected in Miguel Hidalgo in 2015, to the surprise of the party, which believed the district would be lost. Quotas can constitute a great tool to let women enter politics, and should only be removed when the exclusion and marginalization of women in politics will have ended, says Ms. Galvez Ruiz.

• Change the financing of campaigns

“As long as campaigns in this country are won with money, many women will not have access to high political positions, declares Ms. Galvez Ruiz, who had to be an entrepreneur before being able to pay for her political career.

Ms. Ortega Pacheco’s opinion differs slightly as she explains that money is not the silver bullet for a campaign: “it is more important to have direct contact with people (...) to be where the problem is, more than what you can invest in a political campaign.”

• Questioning political parties

Women could gain more representation through independent candidatures. “Politicians should be individualized, we need to start looking at the individuals, rather than the political parties, because there are corrupt politicians in every political party,” denounces Ms. Galvez Ruiz. According to her, independent can-

didatures offer the possibility to analyze the individuals' stories behind each politician. Ms. Saldaña, responding to the necessity for women to have a united front, says that women “have to break up (glass ceilings, diamond ceilings, sticky floors) to find our allies out there.”

- **Change the culture**

When Ms. Ortega Pacheco became governor, the first question she was asked by a man in the press was: who will preside the National System for Integral Family Development ? A second journalist then wondered who was her favourite designer. “We need to change the conversation,” she says. Media and society should understand that women have a legitimacy to talk about security, finance, issues that are important for the State. Women are well prepared, according to her: “if you run our households, how can we not run a country?” she asks. “If we have been ruled by some idiots, why women should not be governors” emphasizes Ms. Galvez Ruiz.

Changing the culture also means addressing the specific violence committed against women in politics because of the mere fact that they are women. Senator Lucero Saldaña suggests to consider such attacks in public spaces as a specific crime. Especially since she believes that women, entering more and more politics, will have to face an increased violence against them.



Ana Maria Salazar Slack - Ivonne Ortega Pacheco



Xochitl Galvez Ruiz



María Lucero Saldaña Pérez

DREAMING THINGS THAT NEVER WERE, AND SAYING, WHY NOT?

Part 1: What constitutes a powerful woman today?

A conversation between writer, political scientist, professor at ITAM, activist and feminist **Denise Dresser** and Ambassador **Melanne Verveer**: Executive Director, the Georgetown Institute for Women, Peace and Security, Georgetown University, and Founding Partner, Seneca Point Global

Overcoming fear of failure, education and access to women's rights.

Denise Dresser: What does a powerful woman need?

Melanne Verveer: A woman with power today is one who has agency, who has certain resources whether they are in terms of her education, her position and her professions. But it's how she uses that power that is important to me. Dreaming about change, whether it is change for a society more broadly or for women and girls, they are the change makers today around the world. To me that is the personification of power.

Denise Dresser: There are many women in Mexico who are still struggling to achieve that sense of power. Do you agree that there is an inner obstacle, and if so how do women overcome that?

MV: In the book *Fast Forward* (co-authored by Melanne Verveer and Kim Azzarelli), we interviewed some 70 women at all levels, very powerful women. Each of them told us in their own way the fears that they had. And how they had to shake off those fears, that lack of confidence, which plagues women. It is through failure, through test, through that ability to overcome, that we are in mind for much greater achievement. But I have seen this everywhere: we have to get over those insecurities. It is just lack of confidence; it is fear of failure.

DD: My sense is that the lack of confidence of many women I know in this country derives from the lack of education. I think that a way of overcoming that fear of risk and that insecurity is by educating women. Mexico will become a different and better country when it educates its women.

MV: I think education is fundamental. When I was working in the Clinton administration in the White House about 20 years ago, Hillary Clinton – at the time the First Lady – really took on the cause of educating girls. And 20 years later, we are just about at parity all over the world on primary education.

One of the huge challenges we still have is on adolescent education. The one who gets the education is able to be a more significant instrumental leader in her own family. But despite that progress we don't see comparable opportunities for women as they get into middle management to rise at the top or to achieve some of those top positions that should be commensurate with their education. And in the stem field, the scientific world, the computer world – despite the large numbers of women at the university level – only a small number is enrolling in those fields comparatively; something happens to girls along the way that turns them off and tells them they don't belong there. So in the tech. world, which is a very much a 21st century place for all of us, women are still having a tough time.

DD: When you look at the numbers around the world, we are so far from equality in terms of representation of women in parliaments, as presidents or CEOs. A truly equitable, equal world would be one in which women ran half the countries and men ran half the households.

MV: Well we certainly aren't at parity, but we are making progress. The data is telling us that you cannot grow economies, you cannot create jobs, you cannot have inclusive prosperity unless women are fully participating economically. You cannot have profitable companies as you may have unless you have women making decisions. This is not just the right thing to do: it is the smart thing to do, the strategic thing to do. You can't ignore the evidence based-case.

DD: Yet it still remains an issue of making the world understand women's rights and that entails fighting for them.

MV: I remember one day Hillary Clinton, right after the Beijing Women's Conference that took place now 20 years ago: she was on a radio broadcast and she got a call from a gentleman in the Middle East, and he said: "Mrs. Clinton, just what did you mean when you said that women's rights were human rights?" And you know 20 years ago in Beijing, that was an extraordinary thing to say. "Human rights were women's rights and women's rights were human rights." Women are human: they deserve all of the same rights and to have those rights.

DD: It is interesting because that is the foundational definition of feminism. And somehow the meaning of the word feminism has been manipulated, changed, ill-defined. I think we need to go back to that essential definition: a feminist is someone who considers a woman a human being.

MV: So what Hillary said to the caller that day was: "Sir, just think about all the rights that a man has. You can participate fully on the economy, you can run on politics, you can for the most part be free from violence, you can get a good education, healthcare. Well women deserve all the same, and that is the essence."



Melanne Verveer



Denise Dresser

DREAMING THINGS THAT NEVER WERE, AND SAYING, WHY NOT?

Part 2: Should Hillary Clinton, a woman, be running for President of the United States?

A conversation between writer, political scientist, professor at ITAM, activist and feminist **Denise Dresser** and Ambassador **Melanne Verveer**: Executive Director, the Georgetown Institute for Women, Peace and Security, Georgetown University, and Founding Partner, Seneca Point Global

Denise Dresser: Should Hillary Clinton be elected because she's a woman?

Melanne Verveer: She is first of all someone, in my view, eminently qualified to be president of the United States. A candidate who also happens to be a woman, which I think is a great addition to that. I think fundamentally, we have never put up in the political sphere for the presidency a female candidate of her qualifications – and that is the fundamental attribute. The fact that she is a woman would be incredibly significant for my country to finally break this barrier.

DD: People have criticized her for being ambitious.

MV: There is a double standard for female candidates. A woman who is ambitious is a woman you don't want to trust and you don't want to like because there is something wrong with an ambitious woman. However if a man is ambitious that is an extraordinary attribute that he possesses. And why shouldn't a woman be ambitious? Ambition is a good word. But you're right. And there are so many of those double standards that are applied to women. You know there was a commentator on television who was describing why he doesn't like Hillary as a candidate and he said: "She yells too much." And I have never heard a male candidate no matter how loudly he yelled being commented on as a pejorative.

DD: What would your message be for our daughters, for the ones who are coming behind, for the next generation?

MV: For them to understand that they are what they are because they stand on the shoulders of so many who have struggled, worked, made any effort imaginable to open those doors. I think the worst thing is for a woman to make her way up the ladder then pull up the ladder behind her so the others can't come up. I think it is equally bad if we don't tell our daughters what they inherited. We have to recognize those efforts and we have to build on them because the next generation is going to be asked to tackle the challenges of their day but they will only be able to do that because all of us are working every day to open the doors wider and make the possible truly possible.



FROM BOOKS TO FASHION; FROM LA COLOMBE D'OR TO CASA AZUL

A conversation with a publisher and her author

Hosted by El Palacio de Hierro

Moderator:

Raquel Azpiroz,

Editor in Chief, Forbes Life

Speakers:

Martine Assouline,

Co-founder, Assouline Publishing

Susana Martínez Vidal,

Author, *Frida Kahlo: Fashion as the Art of Being*

In their own words, “Assouline began with the belief that beauty can transform our lives, and that a book artfully crafted and highly considered in its visual content can open our eyes and minds. With our first book, *La Colombe d’Or*, we sought to convey the experience of a small hotel in the south of France—a tiny, sublime world of art, history, luxury, and inspiration unto itself.”

Twenty years and more than 1,000 books later, Assouline just published a large book on the influence of Frida Kahlo on the world of fashion.

About Assouline Publishing

Raquel Azpiroz: Martine, how did you turn a dream into a company?

Martine Assouline: It started as everything does in life – with consistency. The first stage was ‘love and basement.’ When I was the mother of a one-and-a-half-year-old son, we (my husband and business partner Prosper, our son Alexandre and I) moved to a place with a basement. I wanted to enjoy my son and start doing something that I liked. At the beginning it was a personal dream. The project wasn’t about doing business like it is right now.

RA: What are the challenges you faced as a woman when you built your business?

MA: The challenge was --and still is-- time because when you set up a company, it really is about dedication. So that involves your family. You have to develop, work, enhance and improve, but you also have to do some networking because otherwise

you could not exist. I don’t think it did harm my family too much but it did affect my friendships.

RA: If you look back in time and you could change one thing, what would you change?

MA: I would have started sooner in my life.

RA: What do you think about the future of Assouline?

MA: I see it with my children. The future will be carried forward by the persons who have a creative vision. Differentiation is very important in the luxury world and all of us who work in this industry know that.

RA: As a publisher, what are the risks you see for publishing in the digital world?

MA: I don’t see any. People who appreciate Assouline are people who have a sophisticated mind and culture. Those people don’t see a difference between an Assouline book and a more virtual life. An increasing number of people turn to our books. It has to do with a need for tangible objects that we all have. We also care of books as objects. We use them as decoration and that’s why we are increasingly embracing the concept that has been around for a few years of being a contemporary luxury library, developing objects and interior design. It is a philosophy, a lifestyle.

RA: Which women have inspired you throughout your trajectory?

MA: I think Frida Kahlo – one of our last few books – is among my top women whom I can really recognize as my greatest influences.

About the creation of the book *Frida Kahlo: Fashion as the Art of Being*

RA: The common denominator of every book published by Assouline is visual sophistication. Susana: How did this adventure begin?

Susana Martínez Vidal: I was obsessed with Frida: how did a disabled woman, born in a developing country, a woman who didn't even belong to show business, manage to become one of the most iconic women of the 20th century. That's how my love for Frida was born.



Susana Martínez Vidal

RA: Assouline has amazing fashion books but I think that this one in particular is not really about fashion: we discover a brand new Frida. What was the most complicated aspect of creating this book?

SMV: The most complicated aspect for me were first the life of Frida itself – Frida is a good example of being an intense woman – and, second, the fact that Frida is really very protected here in Mexico.

MA: When Susana first came to me to present her idea, we started looking for the good direction as well as the raw materials for the book. Casa Azul helped us very much and as well as the Frida Kahlo estate. We really had to overcome one hurdle

after the other to finally find the influence of Frida on fashion on the parameters that we have on fashion and clothes today, in music, in movies, and designers.

RA: What can we discover with this book about Frida that hasn't been said before?

SMV: What we unveil in this book is that Frida is an instinctive self-taught woman who managed to set foundations for contemporary fashion. I'm talking about mix and match, of cheap and chic, of the really big jewelry, the passion for vintage, the love for authenticity and something that is very exciting, which is:



Martine Assouline

she really proved to us is that attitude is the best accessory because the way you present yourself is more important than what you wear.

MA: Frida was a visionary. She was the very first person who really used her person as an image. She was wearing and creating her own image.

SMV: She is extraordinarily modern. She did something that is wonderful, which was accepting her physical appearance and her beauty. She taught us about imperfect beauty. She used to repeat all the time that 'ugliness and beauty are an illusion because everything is really seen from within.'

EDUCATING FOR A SUSTAINABLE FUTURE: A CALL FOR ACTION

Luncheon Co-hosted by Alchemia and Instituto Xilonen

“Educating for a sustainable future: a call for action” was written in collaboration with IPADE Business School, the Universidad Panamericana (UP) Business School, and especially María Cruz and Jennifer Sánchez Álvarez from the research center for women in senior management.

The Opening Luncheon of Women’s Forum Mexico was the occasion for all the delegates to “co-create together” on various topics, focusing on the theme of what needs to change in Mexican culture to improve the status of women. For a large majority of delegates, education for a sustainable future is urgently needed to challenge the gender gap and gender-based violence in Mexico.

The gender gap is still a too harsh reality in Mexican society, as tasks such as childrearing and elderly care are still viewed as women’s work. Mexico’s male-dominated culture is one of the main obstacles prohibiting the advancement of women. In the workplace, women do not have the same position or the same wage opportunities as their male co-workers, which in turn stunts their roles as decision-makers and that can impact society. Moreover, violence against women has increased substantially in recent years. Gender-based violence seems to be

increasingly present in the household and beyond, and it is not perceived as a direct threat to women’s rights in Mexico. Inequalities, whether in the workforce or manifested through gender-based violence, are pervasive issues, both perpetuating a culture of discrimination.

Efforts have been made to challenge these inequalities, but the situation of women today is evolving too slowly. To be aware of gender inequality is no longer enough. This is the time for a call to action.

Education seems to be the most powerful driver of change in order to fight the gender gap, empower women and men, and thus stop gender-based violence. Investing in a girl’s education is investing in a family’s and a community’s future. An educated woman transforms a country’s political, social and economic reality.

The general consensus is that not enough has been done. So what comes next? What can we do today to close the gender gap and stop gender-based violence?

1. **Education.** Acknowledge that there is still a lot to learn because what is already known on gender inequality is not enough to solve today's problems. We need to transform the workplace so that flexibility allows the creation of new ways of nurturing and co-parenting.
2. **Inclusion.** Embrace diversity in every institutional structure. Translate the richness of talent into competitiveness and high performance indicators.
3. **Creation.** Search avidly for innovation as a business strategy in a world where added value is fundamental and key for competitiveness.
4. **Investment.** Use resources efficiently in businesses and set clear objectives that foster the empowerment of women. Take part in strategic philanthropy by investing in women owned businesses.
5. **Communication.** Engage in a dialogue where every agent of change is included. Build a culture of transparency. Speak up about any form of violence towards women and girls that should be condemned. Support and encourage women; help them to help others. Do not depend on conditional agents (government); realize the drive and power of civil activism.

Change requires an ecosystem that allows the gradual, constant creation of solutions. Latin America needs a sustainable solution that will not compromise the decision-making of future generations and will set a solid foundation for bigger challenges and new accomplishments. Mexican leaders are capable of high-impact actions; they are the game changers that can continue the conversation towards women's empowerment. A nation's progress and development is possible through education, which is on everybody's shoulders: men's as well as women's.



AND SO WHAT TO DO ABOUT CULTURE?

Moderator:

Gabriela Warkentin de la Mora,
Director, W Radio México

Speakers:

Bárbara Arredondo,
Cultural Curator, Founder & CEO,
WE MATTER strategies and I AM HERE Series

Gary Barker,
Founder and International Director, Promundo, USA

Martha Debayle,
Radio and television journalist and Founder,
Media Marketing Knowledge

Gaby Vargas,
Writer and speaker, Gaby Vargas, Mexico

What if changing the narrative and finding that “people who think differently” could make a positive impact on culture with regard to women in the economy and society?

Gary Barker, International Director of Promundo; Martha Debayle, an entrepreneur working with the media; author Gaby Vargas; journalist Gabriela Warkentin; and Bárbara Arredondo, cultural curator of the “I am Here” series, envisaged solutions to create new cultural and social norms in Mexico. The idea being to foster “a new reality,” so that change of narrative is not only fictional, said Gabriela Warkentin, Director of W Radio Mexico.

Change the narrative

“If we give the space to social entrepreneurs with a positive impact, we would see that there are a lot of people trying to do good,” said Ms. Arredondo. Once she realized as a young journalist that media and people in general were mostly focusing on the negative, she decided that her task will be to look for people who come up with innovations and share their positive stories.

Engage men in achieving gender parity

“My challenge is to find men who are already in favor of gender equality and tell them to speak up.” Gary Barker was 19 when he started his research about prostitution in Brazil. He did not interview the teenage girls on the reasons why they were selling

their bodies but instead focused his study on both the clients as well as their male friends who disapproved of such practices but never spoke up. He created Promundo to sell the concept of gender parity to men and explain to them that it is ultimately beneficial for everyone.

Believe in yourself

“My mother taught me several years ago when I first got divorced – nobody can have dignity for you and nobody can believe in you beyond what you believe in yourself,” said the media leader and entrepreneur Martha Debayle. According to her, too many women suffer from the “imposter syndrome,” feeling like a fraud when they succeed. It is important to recognize that women deserve their success, she said: “This is the responsibility of all women to be an extraordinary example for new generations and just remove our guilt.”

Learn to make choices

“When we focus in our heart, we shed light on problems and we can become the solution that we all want to see around the world,” said Gaby Vargas. Asked how she finds a balance in her life, the radio and television commentator, and author of 15 bestselling books explained that she had to make choices. She just published her eighth book when her husband announced that he was moving out. He felt that he was not one of her prio-

rities anymore. She made the tough choice to slow down her work in order to stay with her husband. “This is the language of your heart and this is how I did it, by following and learning from that downfall. This is the way I found in the void that I wanted to be next to my husband all the time.”

Engender new masculinities

Cultural changes necessitate building new models of masculinity: masculinity is “not about showing your manhood in a violent way, nor remaining in silence when you see something unfair happening in front of you,” declared Mr. Barker. Wondering how one could concretely change the idea that only women are supposed to take care of children, Mr. Barker helped to institute prenatal counselling for men in Brazil. Fathers-to-be are encouraged to be real partners in the process of giving birth; they receive training in order to be prepared for the baby’s arrival. Generating new models of fatherhood and masculinity, where men are much more involved in raising their children, can start with such initiatives.



Gaby Vargas



Gary Barker



Martha Debayle



Gabriela Warkentin de la Mora



Barbara Arredondo

BECOMING A MUSICAL CONDUCTOR

A conversation between **Alondra de la Parra**, Musical conductor, and Musical director, Queensland Symphonic Orchestra, and **Javier Solórzano**, journalist and television host.

Conductor Alondra de la Parra has gained widespread attention for her spellbinding and vibrant performances, making her one of the most compelling conductors of her generation. She has been heralded by Plácido Domingo as “an extraordinary conductor”. French newspaper Le Monde states that “there is no doubt that, with Alondra de la Parra, classical music has arrived in the 21st century”. She has led more than 70 orchestras around the globe, and since 2015 has been the new Musical Conductor of the Queensland Symphony Orchestra. She began playing piano at age 7, and at age 23 she founded the Philharmonic Orchestra of the Americas, with the intention of creating an orchestra that would serve as a platform to showcase young performers and composers of the Americas. She is an avid supporter of education programs around the world.

Javier Solórzano: Do you remember the first time you directed an orchestra?

Alondra de la Parra: The first time I conducted an adult orchestra was in New York. I was 19. I studied piano with the dream of becoming a conductor and I started taking classes with a conductor. I told him, ‘Hey, teacher, do you know about an orchestra that needs an assistant?’ He called me the next day to tell me he found one. It was an unpaid job, but I wanted to see what a conductor was doing, how an orchestra and musicians work. My job was to get everything ready: the chairs, the scores, to turn the lights on before the orchestra came. I brought my scores with me and listened to the rehearsals. I learned everything as if I was going to direct. I was taking notes of all of the conductor’s movements. After a few months, he asked me, ‘Do

you want to conduct?’ So I conducted. I went on stage and saw all the musicians there. I remembered the first gesture, the first movement for the orchestra to play, and I remembered that movement coming back and the feeling of being in the right place. That day, while I rode my bike to my New York home, I couldn’t stop smiling. I was so happy.

JS: Why did you want to conduct an orchestra?

ADLP: I decided to become a conductor because I like working with people. I always thought that piano was a base, a very important foundation for becoming a conductor, and that’s what happened. If you are a piano player, you are in a room, alone, for hours and hours in order to perfect your technique. I prefer to be with a group. I like the moment when we realize we did it. And it is a big challenge because you are not just working with the keys of a piano that react always in the same way, but you are working with people who have a personality.

JS: Is it harder or easier for you to be a woman in what you are doing? Most conductors are men.

ADLP: It is a fact that most conductors are men. I also think that more women are now willing to do this job. It is a matter of effort, of studying and of perseverance. I had a great teacher in the person of Kurt Masur. After many hours of lessons and master classes, I approached him and asked him, ‘What do I have to learn?’ And he told me, ‘Be strong, be strong, my friend.’ This is a profession where, if you are not strong, then you become strong, and when you feel you are not strong enough, you try to be stronger. And then he also told me, ‘If you want people to love you, you should do something different.’



THE ONE-NIGHT ONLY WOMEN'S FORUM MEXICO ORCHESTRA

With **Alondra de la Parra**,
Musical conductor, and Musical director,
Queensland Symphonic Orchestra.
Music: Danzón No. 2 (Arturo Márquez)

Imagine more than 500 people, women and men, leaders of governments, businesses, institutions and foundations. They hold C-level positions, are scientists, journalists, lawyers, accountants, entrepreneurs, politicians, and artists. Many of them manage great numbers of people, but very few are musicians in an orchestra.

So when music conductor Alondra de la Parra gave them maracas, drums, and tambourines, they knew they were about to have an experience they would not forget.

“This is a way of inviting you join my world,” Ms. de la Parra told the delegates of Women’s Forum Mexico. “You were asking me about the gestures and what they meant for a conductor, so let’s do this little drill. You have heard “Danzón No. 2” by Arturo Márquez, haven’t you? Well, if you haven’t heard it, when you listen to it, you will recognize it.” She then taught the delegates the difference in the sonorities of the three different instruments they were given.

One instrument at a time, the musical director of the Queensland Symphony Orchestra taught them different sets of rhythms.

“Thank you, now everyone quiet. Ready? Ok, so follow me.”

And music – well, actually “sound” erupted throughout the room... alongside laughter and surprise that the exercise was nowhere close to as easy as it had seemed

With a smiling empathy, Alondra de la Parra could not resist: “I would have fired some of you already, eh!” before she launched the maracas section.

“We are communicating. You don’t play in an orchestra but we are able to communicate perfectly well. So dear maracas... no, wait, wait, you need a break. Now let’s go with the tambourines, no, with the drums. Just do this.”

And leading the tambourines, the room fills with new rhythms and sounds.

“Wow! All of you are musicians and artists,” marveled the conductor.

Being conducted also means discipline and attention. “Look at me, because there are people lost all the time; your eyes should be here,” she said pointing at her face.

“I think that the drummers is my most talented group of all! But don’t speed up! Don’t speed up because otherwise...”

In the background Arturo Márquez Danzón No. 2 plays on. After directing some of the most talented orchestras in the world, from Paris to Mexico, from New York to Berlin, Alondra de la Parra, her baton in hand, conducts a most unexpected orchestra of Mexican changemakers. Art is created.

“Now you can go to any orchestra and you know what you have to do. You’re all set for a life in music.”



AN INTERVIEW WITH ALONDRA DE LA PARRA

In partnership with Quien

Jean-Christian Agid,

Director, Women's Forum Mexico

JC AGID: As soon as we started planning the first edition of Women's Forum Mexico, we decided to invite you to be a keynote speaker because you are one of the few women conductors in the world, you are one of the world's most widely known Mexican women, and you have brought to concert halls a new, innovative, and enthusiastic way to walk audiences through music. Why did you agree to become a speaker?

Alondra de la Parra: Bringing all these wonderful women leaders from around the world together so that they can share their views, this idea was very attractive to me.

JCA: Last July, you conducted Leonard Bernstein's masterpiece, *West Side Story*, with the Philharmonic Orchestra of the Americas at Mexico City's Auditorio Nacional in front of 10,000 people. And while the orchestra was playing, the audience could see the original 1961 movie and hear and see Natalie Wood and Richard Beymer singing and dancing. Was it a challenge to keep the music synchronized with the movie?

ADP: It was certainly one of the most challenging yet one of the most gratifying concerts I have ever done in my career. Ever since I was a little girl, I have loved *West Side Story*. Whether it is the rhythm and the groove of the music or the contagiousness of Jerome Robbins' choreography or to see the streets of New York City where I ended up living for 14 years: this masterpiece made a real mark on me. The idea of presenting the original film with a live orchestra, bringing the score to life for the audience, was exactly what I wanted to do.

JCA: What a risk for a conductor!

ADP: Not having live singers to follow your baton and the orchestra; adjusting to whatever minimal difference in tempo there may be was a big risk. Neither the movie, nor the singers and the dancers, were going to wait for us. We had to stay exactly synchronized on every beat to make it work.

JCA: Why take such a risk?

ADP: I did not quite think of the challenge, just of my love for the movie and for Bernstein's music. I wanted to do it and thought that Mexicans would appreciate it. Then I dealt with the challenge and asked myself, 'What did I get myself into?'

JCA: How does one prepare for such a night?

ADP: I watched and studied the film thousands of times – every choreographic move, every tiny musical motion, and every gesture –to start, accelerate and stop the orchestra accordingly. If you know the movie inside out, if the music and the rhythms become part of your body, of your singing, of your soul, then you can anticipate anything that will happen and will be able to synchronize to it in a natural way.

JCA: You surely always bring energy into the room. You often almost dance while conducting and, sometimes, you ask the audience to join in.

ADP: Dancers always follow the music, and conductors anticipate the music. My aim is always to conduct the music and therefore the musicians. If the music is dance, then it is of course easier to fall into a dance feeling.

JCA: You bring smiles or emotions in moments of bliss.

ADP: There is music that smiles and music that does not. The important thing is that we elevate ourselves to give the best of each other to serve the greatness of the music.

JCA: As one of the very few women conductors in the world, is it necessary to stand out and be visible in a sector clearly dominated by men?

ADP: The only way to stand out is by working hard, knowing your music and trying every day to learn and grow. Whether it is your ear, your ability to rehearse, your ability to communicate through your gestures and your hands, your relationship with the orchestras and your knowledge of the repertoire, it is a permanent learning and a very hard profession for anybody regardless of your gender, age or nationality.

JCA: Why are there so few women conductors?

ADP: Women in the past were not encouraged to become conductors. They would be more inclined to become soloists or orchestra members. It has been seen as a male dominated art form. But I don't think it is still the case today. It certainly was not for me growing up professionally, because I always had fellow women peers.

I think that it is thanks to hard work of many generations before me that had it a lot harder than I did.

JCA: What made you decide at some point to take up the baton?

ADP: Very early on, at the age of eight or nine, I knew I was learning music and my piano as a solid foundation for developing my conducting. I really enjoyed working with people and with the magic that goes on when working with a large group of musicians with diverse point of views and sharing their musical styles to unite these people into one.

JCA: You have studied and worked with some great conductors and musicians, including Kurt Masur and Placido Domingo. Was the path to success more difficult because you are a woman?

ADP: It is a hard profession for anybody, both men and women. You are always at the expense of really harsh criticism and the target of scrutiny. This it is not specific to women.

JCA: You have also conducted orchestras in nearly 20 countries to date from the USA to Italy, from the UK to Germany, from France to Brazil. These are very different cultures. How does one conduct such a diverse group of people?

ADP: In the first five minutes, an orchestra can assess and feel a conductor and silently decide whether they want to ride with us conductors. The opposite is also true. Conductors can feel an orchestra, its atmosphere and personality within minutes. Each orchestra reflects its society.

Although there are many differences from one country to the other, human beings are all so vulnerable, and it is universal. It is sometimes sad to see that we make the same mistakes over and over again in the way we relate to others. But it is also beautiful to get to the most essential part of what we are made of, to find real beauty in opening up to, sharing with others and understanding that we are all struggling to achieve unattainable perfection.



JCA: Your love for Mexico, for its culture and music, is undeniable. You have played so many of its composers that there is now a large new global audience for them. You went a step further with the Orchestre de Paris last June when you conducted La Noche de los Mayas with ancient instruments from Mexico.

ADP: I try to make a point of showing our music to other musicians, orchestras, and audiences. Indeed one of the key elements of Silvestre Revueltas -and sometimes Carlos Chavez' music- is the use of autochthonous instruments in the orchestra. International orchestras don't have access to them or are not even aware of their existence. So I searched for these instruments; I bought and packed them with me to Europe. I gave a set to Sir Simon Rattle and the Berlin Symphonic, another one to the Berlin Radio Symphony Orchestra and one to the Orchestre de Paris because I really wanted the orchestras to have the original instruments and I understood what it meant in the scores.

JCA: You have recently become the music director of the Queensland Symphonic Orchestra in Brisbane, Australia... Far away from Mexico City. What would you like to accomplish with them?

ADP: While Australia is very remote, its musical education is quite outstanding, specifically in the state of Queensland. Every child in a public school there receives a real exposure to music through classes, instruments, and by playing in bands or ensembles.

The Queensland orchestra is itself a group of high caliber musicians who really want to perform at their best. Their attitude and energy are about giving and understanding one another. I want to take them on tour; I want them to gain an international status, and of course be recorded – which is already planned with Sony.

JCA: Social media is a way to bring music and concerts everywhere, to reach out to a new audience. Is it necessary to break the old model and embrace technology?

ADP: Technology and social media nowadays are fantastic and inexpensive tools for orchestras and musicians to share and increase classical music's audience their art regardless of any border... This is not the future. This is the present.

AT EL PALACIO DE LOS PALACIOS

Speakers:

Jacqueline Franjou,

CEO, Women's Forum Economy & Society

Altair Jarabo

Actress and Entrepreneur,
Rising Talents Mexico 2016

Carlos Salcido,

CMO, El Palacio de Hierro

El Palacio de Hierro has always believed in the role of women as the world's axis. It believes ardently in women's capability to undertake, optimize, and direct their environment towards common good. The brand speaks to women encouraging them to act as leaders.

El Palacio de Hierro has always thrived both in the organization and in its communication to empower women who are authentic, free and working. Workwise, our direction is oriented towards women; we have female heads of key areas such as private labels, credit, beauty & fragrance, luxury, fashion, communication, kidswear, and store operations, among others. Over 30% percent of El Palacio de Hierro executives are women, explains Carlos Salcido.

Our line of communication has always spoken to female power from inception towards a world where opportunities are 100% equal.

"A great majority of our customers are also women," Carlos Salcido says, "and for our Mother's Day campaign, we looked at women who inspire us and who do some social work."

In 2016 El Palacio de Hierro highlighted the actions led by Mariana Baños (Fundacion Origen), Lourdes Berho (Casa Hogar Alegría) and Saskia Niño de Rivera (Reinserta un Mexicano) – and one of the Rising Talents of Women's Forum Mexico 2016.

"These are women who inspire us and who are an endorsement to our brand."







IN THEIR OWN WORDS: WOMEN AND MEXICO TODAY

In partnership with *Huffington Post*

A few delegates of the Women's Forum Mexico were invited to write about Mexico for the Huffington Post France and Spain. Here are their contributions.

On women empowerment

What is the question you were never asked during an interview and that you wish to answer?

Beatriz Gasca Acevedo,
Human Resources Business Partner – Aeroméxico

When **Beatriz Gasca Acevedo** asked the CEO of the Women's Forum for the Economy & Society: *'What is the question you were never asked during an interview and that you wish to answer?'*, Jacqueline Franjou remained silent for a moment and realized she was always asked the same questions.



Time has come to empower women in Mexico!

Victor Martinez, Head Origination and Sales Capital Markets
CITIBANK, USA

Although Mexico is the world's 14th economy, the country is in 126th place for economic participation of women.



Awaken the dormant potential of Mexico

Alba Medina Flores, Co-founder, POP.SPACE and Rising Talents Mexico 2016

Let's tap into the potential Mexican women hold. If Mexican women were joining the workforce, the Mexican GDP would increase by as much as 30%.



On women networking

The strength of networking for promoting women in business

Magdalena Zapata, Business Development and Marketing Director, LATAM, CHEP

Networking, networking, networking: that is what women in Mexico need to do to see more of them promoted in the corporate world.



On women entrepreneurs

How to unlock the potential of Mexico's leading companies to promote inclusive prosperity

Elizabeth Vazquez, President & CEO, WEConnect International, and Member of the UN High Level Panel on Women's Economic Empowerment

Diversity and women's inclusion are vital to Mexico's economic growth. We must ensure that women gain autonomy and have an equal opportunity to start and grow businesses in Mexico.



On women and politics

In Mexico, political parity is an essential element for the progress and consolidation of democracy

Lucero Saldaña, Senator, Mexican Congress

The empowerment of women in politics is moving forward. Sixty years after granting women the right to vote, the country aims to reach gender parity at least at the Parliament level. Yet, as explains Puebla Senator **Lucero Saldaña**, much more needs to be accomplished.



On Mexico's economy

Entrepreneurs believe in Mexico's potential. We, women, believe it too.

Karla Mawcinit, CEO de MB Excelencia en Comunicaciones
It's essential to communicate and put forward examples of foreign corporations that believe in Mexico's potential. A woman leader and former head of communications at ProMexico, **Karla Mawcinit** believes it, too.



On children and prisons

Our fight to save children born in prison from violence

Saskia Niño de Rivera, General Director, Reinserta Un Mexicano, A.C.

In Mexico, neither public policy nor development programs are devoted to the 483 children who are born and live in Mexican jails. The founder of Reinserta wants to give them a real existence and make sure they do not become violent as they grow up.

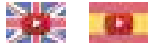


CAN YOU GUESS WHOSE HERO SHE OR HE IS?

#MyHero is presented by Telcel and LG, in partnership with and produced by UNO TV



Maya **Angelou**



Pati **Ruiz Corzo**



Iris **Apfel**



Eufrosina **Cruz**



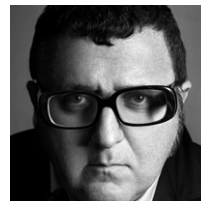
Lydia **Cacho**



Juana Ines **De La Cruz**



Hillary **Clinton**



Alber **Elbaz**



Amal **Clooney**



Diane **Von Furstenberg**



Olga **Sanchez Cordero**



Gandhi





Frida **Kahlo**
version 1



Fri da **Kahlo**
version 2



Frida **Kahlo**
version 3



Aung San Suu **Kyi**



Christine **Lagarde**



Angela **Merkel**



Michelle **Obama**



Elinor **Ostrom**



Sheryl **Sandberg**



Melanne **Verveer**



Oprah **Winfrey**



Malala **Yousafzai**



IN THEIR OWN VOICE: WHOSE HERO HAS INSPIRED WHOM? #MyHERO

Produced by UNO TV in partnership with Telcel / LG

Can you guess who is the hero of:



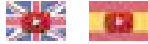
Martine **Assouline**,
Co-Founder, Assouline Publishing



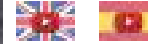
Barbara **Berger**,
Berger, Collector and Author



Mariana **Baños**,
Founder and President, Fundacion Origen



Alejandro **Cardoso**,
President and CEO, Publicis Latin America



Xavier **de Bellefon**,
CEO, Axa México & LatAm



Martha 'Pati' Ruiz **Corzo**,
Environmental activist and Founder,
Grupo Ecológico Sierra Gorda IAP



Norma **Bastidas**,
Endurance Athlete and activist



Eufrosina **Cruz**,
Politician and activist, and Rising Talents Mexico
2016



Marcelina **Bautista**,
Founder, Support and Training Center
for Domestic Workers



Caridad Luisa Limonta **Ewen**,
Economist Engineer with a specialty
in the confection industry





Monica Flores Barragán,
Managing Regional Director, Latin America,
ManpowerGroup



Mayra Hernández González,
Founder, Instituto Xilonen



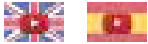
Jaqueline Franjou,
CEO, Women's Forum for the Economy & Society



Leticia Jauregui,
Founder and Director, Crea, and Rising Talents
Mexico 2016



Ariana Gomez,
Chief Innovation Officer, Gentera S.A.B. de C.V.



Alba Medina,
Co-founder, Pop.Space, and Rising Talents Mexico
2016



Mary Goudie,
Founding Member, the 30 Percent Club and
Member, House of Lords, UK Parliament



Aura Mione,
Founder & General Manager, Headseekers



Lorena Guillé Laris,
Executive Director, Fundación Cinépolis



Ana Mondragon,
Director, Patronage National Museum of San Carlos



IN THEIR OWN VOICE: WHOSE HERO HAS INSPIRED WHOM? #MyHERO

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(continued)



Tanya Moss Baran,
Director, Tanya Moss SA de CV



Leila Velez,
Founder and CEO, Beleza Natural,
and Rising Talents Alumna



Saskia Niño de Rivera,
General Director, Reinserta Un Mexicano A.C.



Melanne Vermeer,
Executive Director, the Georgetown Institute
for Women, Peace and Security, Georgetown
University, and Founding Partner, Seneca Point
Global



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



Susana Martinez Vidal,
Author



Lorena Saravia,
Designer and CEO, Lorena Saravia,
and Rising Talents Mexico 2016



Alexa Von Wobeser,
Associate, Von Wobeser y Sierra, S.C.



Gabriela Vargas Guajardo,
Writer, journalist



Margarita Zavala,
Educator and former Member of the Mexican
Congress



Elizabeth Vazquez,
President & CEO, WEConnect International,
and Member of the UN High Level Panel on
Women's Economic Empowerment



BRING HOME THE WOMEN'S FORUM MEXICO CONVERSATION

In the Media

“The media play a key role in bringing to a wider audience the voices and visions of the women leaders at Women’s Forum Mexico. We are counting on their reporting and their questioning to help propagate our ideas and actions.”

Jacqueline Franjou

Through Social Media

In August 2016 the Women’s Forum for the Economy & Society broadcast a one-minute clip from Women’s Forum Mexico in Cinopolis cinemas. Moviegoers across Mexico were encouraged to discuss the empowerment women at home, at work and with friends.

[Share your comments](#)

LAST WORDS : LET'S COMBAT ALL FORMS OF VIOLENCE AGAINST WOMEN

Speaker:

Jacqueline Franjou,

CEO, Women's Forum Economy & Society

“**O**ur world is a world of increasing violence – and particularly of violence against women.

There is, of course, physical abuse and harassment in all its forms. There is also the violence against girls who are denied an identity; the violence against women in politics; the violence against women who are paid less than men for a similar job; the violence against women whose domestic workload is not equal to the one the spouse or the companion commits to; the violence against women who are denied access to credit, to contract, to market; the violence against women when the law does not apply the same way as it does for men. The list goes on and on.

Yet we, women, should not see ourselves just as victims of a system: because we are an opportunity for this system: an opportunity for a more equal world; an opportunity for economic growth, for job creation; an opportunity for more innovation and creativity; an opportunity for more safety and security; and yes an opportunity for a more powerful economy.

Let me give you the example of women entrepreneurs in Mexico. One of our rising talents' organizations has helped some 15,000 women entrepreneurs get their start. Within three years, these business owners have created on average 3 to 4 jobs, which adds up to more than 50,000 jobs. This is what I call an opportunity to fight against poverty and to create growth, an opportunity to combat violence against women.

In this world of paradox, we have to think with our hearts and to act with the utmost humility.

Our hearts are so open right now, my dear friends – and our desire to act is high. So let's keep moving forward.

To conclude this first edition of Women's Forum Mexico, I would like to end on a paradox, a very nice paradox, to say from my heart: This is only the beginning.”



THE TEAM

MANAGEMENT

Clara Gaymard
President

Jacqueline Franjou
Chief Executive Officer
jacqueline.franjou@womens-forum.com

Myri me Morteau
Executive Assistant
myriame.morteau@womens-forum.com

WOMEN'S FORUM MEXICO 2016

Jean-Christian Agid
Women's Forum Mexico Director
Senior Consultant North America & LatAm
jean-christian.agid@womens-forum.com
jcagid@gmail.com - @jcagid

Magali Marrannes
Partnership & Operational Manager
magali.marrannes@womens-forum.com

Thomas Ladougne
Delegates Coordinator
thomas.ladougne@womens-forum.com

Jennifer Le Corre
CEO Champions Mexico Coordinator
jennifer.lecorre@womens-forum.com

Ad le Bourgin
Public Relations
adele.bourgin@sciencespo.fr

Jessica Sanchez Garcia
Public Relations
saga.jess@gmail.com

PROGRAM

Jennifer Milliken
Program Director
jennifer.milliken@gmail.com

Laetitia Colonna
Program Officer
Rising Talents Project Manager
laetitia.colonna@womens-forum.com

PARTNERSHIP & DELEGATES

François-Alexandre Bertrand

Partnership & Business Development Director
francois-alexandre.bertrand@womens-forum.com

Stephanie Shaw

Partnership Director Europe
stephanie.shaw@womens-forum.com

Oxana Solomakha

Delegates Coordinator
oxana.solomakha@womens-forum.com

COMMUNICATIONS

Delphine Marçais de Segonzac

Brand & Communications Director
marcaisdesegonzac@gmail.com

Gwenaëlle Morin

Communications & Publishing Manager
gwenaelle.morin@womens-forum.com

Randall Koral

Senior Consultant Media Relations
randall.koral@womens-forum.com

PRESS

ALCHEMIA: In the Business of Transformation

Lourdes Berho

Selene Miranda
VP AlchemiaCom
smiranda@alchemia.com.mx

Mariana Mijares Contreras

Communications Manager
mmijares@alchemia.com.mx

Sara Cuéllar Estrada

PR Director
direccion@saracuellar.com

FINANCE & ADMINISTRATION

Gabriel de Gorostarzu

Financial and Administrative Officer
gabriel.de.gorostarzu@womens-forum.com

Morgane Guichard

Intern
morgane.guichard@womens-forum.com

DECOR AND TECHNICAL PRODUCTION

LBN

www.lovebrand.com.mx

Abelardo Marcondes

General Director
abelardo@lovebrand.com.mx

Andrea Navarro

Project Manager
andrea@lovebrand.com.mx

DIGITAL REPORT WOMEN'S FORUM MEXICO

Editors:

Jean-Christian Agid

Adèle Bourgin

Copy Editor:

Randall Koral

Intern:

Manon de Clermont-Tonnerre



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ABB is a leading global technology company in power and automation that enables utility, industry, and transport & infrastructure customers to improve their performance while lowering environmental impact. The ABB Group of companies operates in roughly 100 countries and employs about 135,000 people. With more than 140 nationalities represented, ABB prides itself on the diversity of its work force, which it sees as a key competitive advantage. We need talented women from all over the world and we develop their talents regardless of race, religion and ethnicity in an environment where they can develop as professionals and as individuals. ABB is proud to partner the Women's Forum for the Economy & Society and to support women in the future of technology.

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Aeroméxico, la aerolínea más grande de México, opera más de 600 vuelos diarios y su principal centro de operaciones está localizado en la Terminal 2 del Aeropuerto Internacional de la Ciudad de México. Su red de destinos alcanza más de 80 ciudades en tres continentes: 45 en México, 16 en Estados Unidos, 16 en Latinoamérica, cuatro en Europa, tres en Canadá y dos en Asia. Aeroméxico es una empresa comprometida con la igualdad y equidad de género porque cree en el desarrollo de la mujer en la industria aérea y ha emprendido acciones para lograrlo. Por ello, Aeroméxico se honra de ser socio de Women's Forum for the Economy & Society porque el talento de la mujer es parte crucial del éxito de la aerolínea.

Aeromexico, Mexico's global airline, operates more than 600 daily flights and its main hub is in Terminal 2 at the Mexico City International Airport. Its destinations network features more than 80 cities on three continents, including 45 destinations in Mexico, 16 in the United States, 16 in Latin America, four in Europe, three in Canada and two in Asia. Aeromexico is an enterprise committed to gender equality because we believe in the empowerment of women in the aviation industry and we have undertaken specific actions to achieve it. Thus, Aeromexico is proud to partner with Women's Forum for the Economy & Society and to recognize women's talents as crucial for the airline's success.

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Somos una agencia multiplataforma especializada en el desarrollo de estrategias de marketing communications basadas en los principios de sustentabilidad e innovación para construir un mejor futuro. Las mujeres son cruciales para la sustentabilidad y el Women's Forum For the Economy and Society es la plataforma para establecer la arquitectura de empoderamiento para las mujeres como pilares de una cadena de sustentabilidad.

We are a multiplatform agency specializing in the development of integrated communication strategies, based on sustainability as a principle of innovation for a better future. Women are crucial for sustainability and the Women's Forum for the Economy & Society is the perfect platform to set up the architecture to empower women as pillars for the sustainability chain.

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AXA Seguros

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Líder mundial en seguros con presencia en 59 países que ofrece soluciones de protección con niveles superiores de servicio, administración del riesgo y asesoría financiera especializada. La multinacional francesa es reconocida como la marca #1 en seguros – a nivel mundial – en el ranking de Interbrand.

La convicción de AXA sobre el valor de ser diversos e incluyentes, ha sido el principal motor de estrategias para su desarrollo en el país; reconoce que debe generar mayor conciencia en la protección de la salud de las mujeres y su familia, la continuidad de sus negocios así como la protección de su patrimonio.

La inclusión es clave para agregar valor al negocio a través de la complementariedad.

Global insurance company present in 59 countries, offering protection solutions with high Service quality, risk administration and specialized financial assessment. This French multinational is recognized as #1 global insurance Brand in the Interbrand ranking.

AXA's convictions on diversity and inclusion have been a driver for its development in Mexico; recognizing the need to increasing womens' awareness on protection of their health, their family, their patrimony and the continuity of their business. Inclusion is key to add business value by complementing customer need.



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ExxonMobil

www.exxonmobil.com

ExxonMobil es la compañía más grande de petróleo y gas que cotiza en bolsa. Desde 2005 ha donado más de \$93 millones de dólares para apoyar a las mujeres en países en desarrollo y mercados emergentes, al tiempo que genera oportunidades para impulsar su talentosa fuerza laboral. Adicionalmente, ExxonMobil aplica sus capacidades en administración de negocios y tecnología, y concientiza sobre la importancia de generar oportunidades económicas para las mujeres. La colaboración con Women's Forum for the Economy & Society ayuda para el cumplimiento de este objetivo a nivel global.

ExxonMobil is the largest publicly-traded international oil and gas company. In addition to providing more than \$93 million of support for women in developing countries and emerging markets since 2005, 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 for the Economy & Society helps move this global effort forward.

Energía para una nueva era.

México está entrando a una nueva era. Para aprovechar sus oportunidades energéticas, el país necesita compromiso y visión de largo plazo. ExxonMobil es la empresa energética más grande que cotiza en bolsa, con presencia en más de 120 países. En la última década invertimos cerca de 300 000 millones de dólares en generar la energía que México y el mundo requieren.

Nos define nuestra solidez financiera, eficiencia operativa, seguridad industrial y el conocimiento tecnológico de vanguardia.

Llevamos 130 años de operaciones en México y creemos que para construir el futuro se necesita energía hoy.

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Instituto Xilonen es un equipo visionario dedicado a cumplir con una misión global mediante la colocación de Cristales Activados de Alta Frecuencia alrededor del mundo con el fin de promover la paz, armonía y la aceleración de vida consciente.

Mayra Hernández González, fundadora del Instituto Xilonen, está convencida que la unidad de las mujeres es la nueva frontera.

IXRGB tiene el honor de asociarse con el Women's Forum for the Economy & Society para construir puentes indivisibles de amor y poder.

Xilonen Institute is a visionary team dedicated to fulfill a global mission by placing High Frequency Activated Healing Crystals throughout the world in order to advance peace, harmony, and accelerated conscious living. Xilonen Institute draws its inspiration from the life and spirit of Roberto Gonzalez Barrera, a visionary Mexican businessman, philanthropist and social leader.

Mayra Hernandez Gonzalez, founder of Xilonen Institute believes unity of women is the new frontier.

IXRGB is honored to partner with the Women's Forum for the Economy & Society to build indivisible bridges of love and power.





www.lafargeholcim.com

Como el nuevo líder mundial de la industria de materiales para la construcción, LafargeHolcim tiene los recursos necesarios para hacer frente a los desafíos de un nuevo mundo.

Con una presencia global en 90 países, tenemos las soluciones más innovadoras en cemento, concreto y agregados. Como líderes, reconocemos la necesidad de convertirnos en un modelo a seguir en materia de Diversidad e Inclusión.

Como Grupo, para 2030 fijamos la meta de tener por lo menos un 30% de cada género en todos los niveles de la organización. Los objetivos de LafargeHolcim reflejan nuestra visión y compromiso para reconocer mejor el talento global y promover un rol protagónico de las mujeres entre nuestros clientes, proveedores y dentro de las comunidades en las que tenemos presencia.

Vemos nuestra colaboración con el Women's Forum for the Economy & Society como la palanca para acelerar este proceso.

As the new world leader in the building materials industry, LafargeHolcim has the assets necessary to address the challenges of a new world.

With a global presence in 90 countries, we have the most innovative cement, concrete, and aggregates solutions. As part of our leadership position we acknowledge the need to become also a role model in Diversity and Inclusion.

As Group, we aim at achieving 30% minimum of each gender at all management levels by 2030. The LafargeHolcim targets reflect our vision and commitment to better recognize the existing global talent pools globally and promote a leading role of women among our customers, suppliers and within the communities where we operate.

We see our partnership with the Women's Forum for the Economy & Society as a lever to accelerate this process.



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www.pepsico.com

Los productos de PepsiCo son disfrutados mil millones de veces al día en más de 200 países alrededor del mundo. El portafolio de productos de PepsiCo incluye una amplia variedad de deliciosos alimentos y bebidas con marcas como Frito-Lay, Gatorade, Pepsi-Cola, Quaker y Tropicana, incluyendo 22 marcas que generan más de \$1 mil millones de dólares cada una en ventas anuales aproximadamente.

En el corazón de PepsiCo está Desempeño con Sentido, nuestro compromiso por ofrecer un rendimiento financiero de primer nivel, mientras generamos un crecimiento sustentable en el valor del accionista. Ya sea a través de la creación de oportunidades de trabajo o proporcionando un acceso seguro a fuentes de agua para las mujeres y las familias en toda Latinoamérica, una de las maneras más claras para demostrar Desempeño con Sentido es empoderando a las mujeres.

PepsiCo products are enjoyed one billion times a day in more than 200 countries around the world. PepsiCo's product portfolio includes a wide range of enjoyable foods and beverages like Frito-Lay, Gatorade, Pepsi-Cola, Quaker and Tropicana, including 22 brands that generate more than \$1 billion each in estimated annual retail sales. At the heart of PepsiCo is Performance with Purpose, our goal to deliver top-tier financial performance while creating sustainable growth and shareholder value. Whether it's through creating job opportunities or providing safe water access to women and families throughout Latin America, empowering women is how we demonstrate Performance with Purpose.



PepsiCo is a proud supporter of the Women's Forum for the Economy and Society

"La Linea Rosa" is PepsiCo's all-women production line Vallejo Biscuit Plant, Mexico City



Pernod Ricard México

www.pernod-ricard-mexico.com

Pernod Ricard es una de las empresas líderes a nivel mundial en el sector de vinos y espirituosos. Establecida desde 1975, es actualmente dirigida por Alexandre Ricard. Tiene una exitosa operación en 85 países, gracias al compromiso de cerca de 18,000 colaboradores, 500 de ellos en México.

Fomentamos la diversidad en nuestros equipos de trabajo, con una selección heterogénea de colaboradores y colaboradoras. Mantenemos una política de igualdad entre nuestro personal, ofreciendo las mismas oportunidades salariales, de crecimiento y desarrollo de su talento sin importar el género.

Consideramos que el país necesita mujeres que aporten responsabilidad y liderazgo, por eso apoyamos espacios como Women's Forum for the Economy & Society.

Pernod Ricard is one of the worldwide leading companies in the wine and spirits industry. Established since 1975, it is currently directed by Alexandre Ricard. It has a successful operation in 85 countries in recognition to the compromise of 18,000 collaborators, 500 of them in Mexico.

In Pernod Ricard México one of our priorities is focused on fostering the diversity of our work teams with a keen focus on gender equality. We maintain an equality policy among our employees, offering the same wage opportunities, growth and talent development no matter the employee gender.

We believe that the country needs women who bring responsibility and leadership. Due to these reasons, we support the Women's Forum for the Economy & Society.

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www.alcoholinformate.org.mx

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www.afp.com

AFP es una agencia de información mundial que ofrece información rápida, contrastada y completa en video, texto, foto, multimedia e infografía sobre acontecimientos de la actualidad internacional. De las guerras y conflictos políticos, pasando por el deporte y el espectáculo, hasta los grandes descubrimientos en materia de salud, ciencia o tecnología. Sus 2.326 colaboradores, de 80 nacionalidades y repartidos por 150 países, permiten relatar los acontecimientos del mundo en seis idiomas, las 24 horas del día.

Asociarse al Women's Forum en México fortalece el compromiso de la AFP con la responsabilidad y diversidad corporativa. El Women's Forum for the Economy & Society es una oportunidad para conocer cómo compañías internacionales y gobiernos tratan este tipo de tema.

AFP is a global news agency delivering fast, accurate, in-depth coverage of the events shaping our world from conflicts to politics, sports, entertainment and the latest breakthroughs in health, science and technology. With 2,326 staff spread across almost every country, AFP covers the world 24 hours a day in six languages. AFP delivers the news in video, text, photos, multimedia and graphics to a wide range of customers including newspapers and magazines, radio and TV channels, web sites and portals, mobile operators, corporate clients as well as public institutions.

Partnering with Women's Forum in Mexico reinforces AFP's commitment to corporate responsibility and diversity.

The Women's Forum for the Economy & Society means an opportunity to learn how international companies and governments are dealing with such issues.

AFP-Services

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Filial de AFP, creada en 2004, AFP-Services pone a su disposición la experiencia, recursos humanos y técnicos de una agencia de prensa internacional líder en el mercado de la información.

Su oferta, concebida para empresas e instituciones internacionales, comprende:

- Producción de video a pedido
- Producción de foto a pedido
- Realización de contenidos personalizados

Entre los principales clientes de AFP-Services se encuentran grandes grupos e instituciones francesas e internacionales.



SOCIOS DE LOS MEDIOS DE COMUNICACIÓN



MEDIA PARTNERS

home&health
Discovery

www.discoverymujer.com

Discovery Home & health es el canal de televisión de Vida y Estilo número 1 para la mujer mexicana y latinoamericana. El canal celebra e inspira a mujeres reales para que sean la mejor versión de sí mismas en todos los aspectos de su vida. Discovery Home & Health es como la amiga que entiende a las mujeres y que juntas enfrentan los retos de todos los días. Es por eso que programamos shows con historias, personajes y situaciones que son cercanas a ellas.

Discovery Home & Health is the top Lifestyle Tv Channel for Mexican and Latin American women. The channel celebrates and inspires real women to be the best version of themselves in every aspect of their lives. Discovery Home & Health is like a "girlfriend-in-the-know" that understands women and faces everyday challenges with them. That is why we program shows with stories, characters and situations that relate to them.

SOCIOS DE LOS MEDIOS DE COMUNICACIÓN



MEDIA PARTNERS

EL HUFFINGTON POST
LE HUFFINGTON POST

www.huffingtonpost.es

www.huffingtonpost.fr

Sería inútil tratar de encajar a las mujeres en un patrón masculino de actitudes, habilidades y capacidades, y sería desastroso obligarlas a suprimir sus características y capacidades específicamente femeninas alimentando la fantasía de que no existen diferencias entre ambos sexos". Arianna Huffington. Con 11 ediciones en el mundo, 'The Huffington Post' ha publicado artículos de algunas de las mujeres más importantes del mundo. Políticas, emprendedoras, madres, celebridades, líderes mundiales: increíbles blogueras que han defendido su visión sobre cómo podrían cambiar la sociedad; algo que 'The Huffington Post' comparte con The Women's Forum for the Economy & Society en su objetivo por promover las voces femeninas y por ayudarlas a potenciar su representación como expertas.

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 16 editions around the world, The Huffington Post has featured some of the greatest women's voices in the world. Politicians, entrepreneurs, mothers, celebrities, world leaders – many of them amazing bloggers who defended their own vision on how they could change the society. Something greatly shared with The Women's Forum's for the Economy & Society goal to promote women's voices, and to help them strengthen their representation as experts.



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THE ROLE
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IN SOCIETY**

EXPANSION

PROUD MEDIA PARTNER OF WOMEN'S FORUM MEXICO



www.francemediasmonde.com

France Médias Monde, el grupo que se encarga de los servicios franceses de radiodifusión a nivel internacional, abarca tres medios de comunicación: el canal televisivo de noticias trilingüe France 24, la emisora de radio internacional RFI y la emisora de radio en lengua árabe Monte Carlo Doualiya. Los tres promueven valores comunes, como los derechos humanos, la igualdad de género y la promoción de la diversidad a nivel mundial en 15 idiomas. France 24 lanzará en el transcurso del año 2017 su versión en idioma español. Estos tres medios de comunicación internacionales prestan una especial atención a la condición de la mujer en el mundo y presentan temas y programas sobre la realidad de las mujeres en todos los ámbitos. Así mismo están comprometidos con la igualdad de género en sus respectivas empresas. RFI, France 24 y Monte Carlo Doualiya se complacen en apoyar esta edición del Foro de Mujeres en México.

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 15 languages. France 24 will be launching its Spanish-language channel in 2017. 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 Women's Forum Mexico.



escucha y mira el mundo

RFI, France 24 y Monte Carlo Doualiya abordan cada día las cuestiones relacionadas con los derechos de la mujer, de Norte a Sur, en los cinco continentes, en sus informativos, reportajes y programas temáticos, en 15 idiomas. Los medios del grupo France Médias Monde se esfuerzan por sensibilizar a su audiencia y por hacer evolucionar las mentalidades y los comportamientos mediante su acción constante en todo el mundo.

France Médias Monde se asocia al Women's Forum México 2016





GRUPO MILENIO®

www.milenio.com

Grupo Milenio es un grupo de medios con 6 plataformas: diario, televisión, radio, móviles, web y revistas. El diario es el único medio con presencia en 9 plazas a nivel nacional y en televisión se concentran los contenidos noticiosos durante 24 horas con 19 horas de producción en vivo.

Grupo Milenio publica 110 suplementos al año con 659 ediciones anuales a nivel nacional y en la web tiene 44 millones de páginas vistas al mes.

Los periodistas en el grupo ofrecen a los mexicanos noticias de calidad en todas las plataformas.

La unión con Women's Forum se da de forma natural porque Grupo Milenio busca no solo empoderar a las mujeres, entiende que son parte clave de sus plataformas. Por ejemplo, 45% de los lectores del diario son mujeres, 40% de los televidentes son mujeres y 43.4% de los lectores en web son mujeres.


Grupo Milenio is a media group with 6 platforms: newspaper, television, radio, mobile, web and magazines. The newspaper is the only one with presence in 9 states of Mexico and the TV channel, Milenio Televisión, concentrates 24 hour news coverage of which 19 hours daily are live.

Grupo Milenio publishes 110 magazines every year, 659 editions throughout Mexico. Milenio.com has about 44 page views a month.

Journalists in Grupo Milenio offer quality news coverage in every platform.

The partnership with Women's Forum comes naturally. Grupo Milenio not only seeks to empower women, the group understands they are a key part in their public in each platform. For example, 45% of the newspaper's readers are women; 40% of Milenio TV viewers are women; and 43.4% of readers of the website are women.





Quién

Over the years, the role of women in Mexico has changed dramatically for good. In Quién® we have celebrated each milestone that females have achieved in different fields in our society. However, we believe that there are still many challenges to face and that's why supporting Women's Forum is vital for these changes to happen.

We are proud of being part of this important event.

Quién.com
#31MujeresQuién

31 MUJERES
que amamos
2018



Uno TV, el generador de contenido líder en México comenzó sus actividades el 22 de diciembre de 2008, ofreciendo cobertura de noticias y producción audiovisual para televisión, internet y dispositivos móviles.

Hoy en día, cuenta con varias plataformas enfocadas en diferentes públicos y productos. Los mensajes SMS llegan a 51 millones de usuarios de cada estado de la república dos veces al día.

Además, todos los días durante una hora se transmiten los noticieros "Uno Noticias" y "Noticias en Claro", por el canal 52MX, el sistema Dish y su sitio web.

"Noticias en Claro" es el noticiero de televisión de paga más visto del país.

Por otro lado, el portal unotv.com dedicado a difundir noticias nacionales, así como contenido de entretenimiento, estilo de vida, tecnología y opinión, se encuentra en el primer lugar de preferencias de los usuarios de internet de todo el país. Nuestros analistas son los principales líderes de opinión con mayor credibilidad en los medios tradicionales y digitales.

Los contenidos de nuestra plataforma también se encuentran en las principales redes sociales, como Facebook, Twitter, Instagram y YouTube.

Uno TV se ha adaptado rápidamente a los cambios en el consumo de contenido de los medios de comunicación; en la actualidad, somos la plataforma de búsqueda a través de dispositivos móviles preferida por el público.

Uno TV, the leading Mexican content generator started activities on December 22, 2008. Dedicated to news coverage, audiovisual production for television, Internet and mobile telephone.

Currently it has various platforms covering different audiences and products. Two daily SMS messages are sent to each state in the country reaching 51 million users in Mexico.

In addition, it broadcasts two daily one hour newscasts "Uno Noticias" and "Noticias en Claro" on channel 52MX, on the Dish platform and on its internet website.

"Noticias en Claro" is the number one news program on cable television in the country.

[Unotv.com](http://unotv.com) is number one in the preference of web users in Mexico and broadcast for national news, entertainment, lifestyle, technology and opinion content. Our analysts are the main leaders of opinion with more credibility in traditional and digital media.

The contents of our platform can be found on the leading social networks of the world such as Facebook, Twitter, Instagram and YouTube.

Uno tv has adapted quickly to the changes in the consumption of media content and today we are the leaders for media content search through mobile phones.

We have different platforms: news web site, SMS, sporting events and TV programs.

Our SMS messages reach more than 51 million people twice daily in México. This situates us as the most important media platform on mobile devices. Our news contents have the most credibility in Mexico and our productions have received important prestigious awards.

ACKNOWLEDGEMENTS

The Women's Forum for the Economy & Society would like to give a special thanks to the following people and organization for their precious help in preparing Women's Forum Mexico 2016:

THE MEXICAN DELEGATION to THE WOMEN'S FORUM GLOBAL MEETING 2014

MEDIA AGENCY of WOMEN'S FORUM MEXICO.

ALCHEMIA: In the Business of Transformation

<http://alchemy.com.mx/v1/>

Paola BERHO

Armando CASO MURGUÍA

Sara CUÉLLAR ESTRADA

Paloma GONZALEZ

Esmeralda RIOS

Paola TUSSIE

THE CUBA DELEGATION

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Christina ALFONSO

Leticia JAUREGUI

John MCINTIRE

MariCarmen SERVITJE MONTULL

Aimee Labarrere de SERVITJE

Jessica SANCHEZ GARCIA

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El Women's Forum for the Economy & Society le gustaría dar un agradecimiento especial a las siguientes personas y organizaciones por su valiosa ayuda en la preparación de Women's Forum Mexico 2016:

ALLIUM

<https://www.facebook.com/ComunidadAllium/>

Claudia RACHADELL

ASSOULINE

<http://www.assouline.com>

Marcela AGUILAR y MAYA

Lou HOULLIER

GIRL POWER

<http://girlpower.mx>

Sandra MORALES LÓPEZ

HYATT REGENCY MEXICO City

Thierry GUILLOT, Area VP and General Manager and his team for their fantastic welcome.

THEY HELPED US ON-SITE

Manon DE CLERMONT-TONNERRE

Maria CRUZ

Priscilla KLEIN

America MORALES

Andrea REBOLLAR REYNOSO

Jennifer SANCHEZ

POST PRODUCTION

HISTOIRES DE VIE for the Best-of of Women's Forum Mexico video
www.histoiresdevies.com

Madjid BENEHAMED for the design and production of the digital report

madjid.b@noos.fr

PLAYLIST

Cue up some of the sounds that were played at Women's Forum Mexico

DARE TO BE A LEADER

Girl on fire - **Alicia Keys**



Who runs the world? - **Beyoncé**



Superwoman - **Alicia Keys**



TIME HAS COME FOR WOMEN

Shaking the tree - **Peter Gabriel**



CELEBRATING MÉXICO

La Cumbia del Mole - **Lila Downs**



Ixtapa - **Rodrigo y Gabriela**



Stairway to heaven - **Rodrigo y Gabriela**



Orion - **Rodrigo y Gabriela**



P.P.A - **Rodrigo y Gabriela**



Diablo rojo - **Rodrigo y Gabriela**



LET'S ACCEPT THE LOVE WE DESERVE

Júrame - **Ely Guerra**



Malaika - **Angelique Kidjo**



Con Toda Palabra - **Lhasa De Sela**



Halo - **Beyoncé**



PAYING TRIBUTE TO STRONG WOMEN

Walk on - **U2**



Je l'aime à mourir - **Sharika**



IT IS ONLY THE BEGINNING

Imagine - **David Bowie**



**WOMEN'S FORUM
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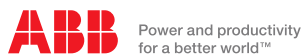
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