

WOMEN'S FORUM
FOR THE ECONOMY & SOCIETY

Building the future with women's vision

WOMEN'S FORUM
BRAZIL 13

Making a difference
São Paulo Brazil **17-18 June 2013**

DIGITAL REPORT



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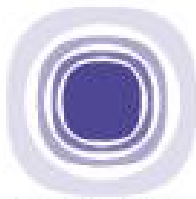
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1 500*
MENTIONS

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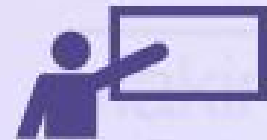
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NATIONALITIES



550

PARTICIPANTS



69

SPEAKERS



240

ORGANIZATIONS
ATTENDING



53

JOURNALISTS



34

PARTNERS



4 400

FACEBOOK FANS



5 435

FOLLOWERS



2 445

LINKEDIN MEMBERS



KEYNOTE SPEECH

Speaker:

Izabella Teixeira

Minister for Environment of Brazil

Véronique Morali, President of the Women's Forum for the Economy and Society, welcomed Brazil's Environment Minister, Izabella Teixeira, and all those present to the second edition of the Women's Forum Brazil. She listed the various reasons why the Forum decided to invest in a Brazilian edition, including the visionary leadership of Brazil's woman President, Dilma Rousseff, and several women Ministers, such as Minister Izabella Teixeira. She also highlighted Brazil's economic success, its social diversity and biodiversity, and stressed that Brazilian women are making a difference. The 2013 Forum, with its theme "Making a Difference," stems from the desire to bring people and cultures together, Véronique added — not to offer ready-made answers, but to create a Brazilian platform that promotes optimism, dynamism and the empowerment of women in general.

The Minister welcomed everyone on behalf of President Rousseff. She said Brazil is a hugely diverse society and is therefore, sustainable. No longer a country of the future, but a country of the present. She proposed discussing women's role in the context of sustainable business and the new challenges of sustainable development. The concept of what is sustainable — traditionally related to the environment and nature — is important, but fails to take into account many agents of sustainability. Social sustainability is important too, because the challenges our planet faces include overpopulation of billions of people and the need to tackle poverty, with human rights and reduction of inequalities. New opportunities are not yet being deployed. The Minister warned that if women businesspeople want to reach their consumers and create jobs they will have to deal with these issues.

The Minister pointed out that women are central to Brazil today: the majority of the population is made up of women, most of the educated people are women, and the largest government programs are led by women. She said women invest heavily in family security — "buying their home and passing it from child to child." This shift in public policy and leadership in Brazil has been responsible for integrating a huge new contingent of people into the economy, both in positions of power and as consumers. "Women have been chosen to manage many sectors," she said. "Women leaders have been chosen to lead the ports, and agribusiness."

At the Environment Ministry, the Minister joked, there are "50 shades of green," - meaning various environmental agendas. And in terms of gender issues it is second only to the Women's Policy Department (SPM), because the environment relies heavily on women as a solution.

The Minister Izabella Teixeira leads the Brazilian Network for Sustainability, devoting part of her time to getting other women leaders involved on three fronts:

- Empowering women in business
- Boosting sustainable business, making the sector more competitive and more inclusive.
- Creating more consumer awareness among women. "We have left consumer society for a society of well-being." If a company does not have a real identity in relation to sustainability, it will not be successful.

The Network introduces sustainability into daily routines. The Minister invited all men and women to engage with the Network and suggested we change the name of the Women's Forum for the Economy and Society to the Forum of Women for Sustainable Development, to bring the theme of women closer to the reality of lives on the ground.





KEYNOTE SPEECH

Speaker:

Albina Ruiz

Founder and President, Ciudad Saludable

Born in the Peruvian jungle, Albina Ruiz grew up wanting to go to university, and that meant taking the well-worn path from remote countryside to the big city. As a student of engineering in Lima, Peru's capital, she discovered garbage — a mountain of garbage, right in the slum where she rented a room. It was a dangerously violent neighborhood, and the garbage mountain was an additional, and depressing, danger. Albina went to the local authorities and asked why they never picked up the trash, and they answered that only poor people lived in her neighborhood, and poor people will never pay for garbage to be picked up, because they don't care. Plus, they pointed out, how could they? The garbage trucks could never drive into Albina's slum.

All over Latin America there are mountains of garbage, and shanty-towns made up of alleyways much too narrow for huge trucks. Albina created Ciudad Saludable, Healthy City, a new community-managed system of waste collection. She encouraged neighborhood residents to form micro-enterprises to collect and reprocess garbage, and do so in safe and eco-sustainable ways: no open fires emanating toxic fumes, for example.

Not only did the environment become less dangerous to health and less depressing; the community grew richer and people had not only jobs but also more hope.

"We need to change mentalities, minds and hearts", Albina told the audience. "Why should women and men need to hunt for food in the garbage? Why should society think it is normal that the government does not provide services efficiently in poor areas? We can improve the lives of millions of people and break the cycle of poverty... We need to save children from living with garbage." She added that poor people who live near garbage mountains "are still real people, like you and me". They deserve a future of dignity, in healthier and cleaner cities, that are sustainable and planned.

Deploying small-scale and cleverly designed tools, including creative marketing procedures, Albina Ruiz's solutions are changing lives across more than 20 cities in Peru. Where others might have seen a hopeless, ugly mess, Albina Ruiz saw an opportunity.

*We need to change mentalities,
minds and hearts.*



RAISING THE GAME ON OUR SOCIAL AND ENVIRONMENTAL INVESTMENTS

Keynote speakers:

Izabella Teixeira, Minister of Environment of Brazil

Albina Ruiz, Founder and President, Ciudad Saludable

Moderator:

Adriana Moreira, Senior Environmental Specialist, World Bank

Speakers:

Jorge Abrahão, President, Instituto Ethos

Celina Borges Torrealba Carpi, Member of the Board of Directors, Grupo Libra

Ann MacDougall, Fellow, Harvard Advanced Leadership Initiative, and former COO, Acumen Fund

Véronique Morali, Founder and CEO, Terrafemina.com, Vice-Chairman, Fitch Group, and President, Fimalac Development and the Women's Forum for the Economy & Society



HIGHLIGHTS

The topic of social investments involves important issues for women, such as their new role in society and combining continual demands at home with new demands at work.

Rio+20 emphasized the need to produce and consume within planet's limits. It also highlighted the need to work together in networks to eradicate poverty and reduce inequalities. Joint construction is key. One such network is the Brazilian Network for Sustainability, headed by Minister Izabella Teixeira.

More structures are needed to help women to be entrepreneurs and to pursue a career in Brazil. We need to build a more equitable and sustainable society, and this will mean changing workplace culture in Brazil and the stereotyped profiles of male and female executives and employees. In Brazil, there is little balance between personal and professional life, with corporate expectation of long working hours.

Goods and services leveraged by the Acumen Fund impact and empower women - for example, a micro-credit bank which finances housing and small businesses. These initiatives are transformative, but there is still a gap in access to investment, credit and mentoring, so that more women can be social entrepreneurs and understand that there is this other option, this third way.

Adriana Moreira, a World Bank specialist, moderated the opening panel of the Women's Forum Brazil, which featured speakers Jorge Abrahão, of the Ethos Institute, Celina Carpi, of the Libra Group, and Ann MacDougall, a Harvard researcher and former COO of the Acumen Fund. Discussion focused on how we can improve social investments, an important issue for women, whose new role in society involves continuous demands at home as well as new demands at work. In addition to public policy, private social investment, new business models and the creation of support networks through public-private partnerships were listed as key action areas for a new model of society that includes empowered women, and so benefits everyone.

Jorge Abrahão stressed that in Brazil's context of social and economic transformation, philanthropy is still a tool of progress and remains an alternative. However, the challenges have greatly increased. When Rio+20 looked at the issue of production and consumption within the limits of the planet and the eradication of poverty and the reduction of inequalities, it indicated a path that sustainable development should follow. Furthermore, it indicated the need for networking. He warned that "We need the involvement of companies, governments and civil society. There is no one agent who can, for instance, eradicate poverty and reduce inequality alone. Joint construction is key." The need to work together on critical issues of sustainable development – such as the empowerment of women, including black women – becomes more evident when we look at some statistics. Nobel Prize-winning economist Joseph Stiglitz has already emphasized the negative impact of inequality, especially when we live in societies with a high concentration of wealth. The richest 1%, for example, concentrate 40% of the wealth in the USA.

One example of such joint construction is the creation of the Brazilian Network for Sustainability, headed up by Minister Izabella Teixeira, and which includes Celina Carpi, and Adriana Moreira. Celina said that, in twenty years as a businesswoman, this was the first time she had been invited, by any level of government, to discuss an important topic that could make companies more competitive, not to mention empowering women as a strategic factor for Brazil as a leader of the sustainable development agenda. Addressing the Minister, Celina said: “You invited us, and we all feel that responsibility has come back to our group. We replied and today we have targets up to 2020: mentoring and working to construct a different ethos – a female ethos – within companies.” She stressed, however, that the biggest challenge is how to create continuity, scale and impact to make a difference in the country, through responses to the transformation of the role of women.

Today, in Rio de Janeiro, more than 51% of households are headed by women, she said, according to the IPP, and this raises some important considerations. “When a family is headed by a woman, what happens to her role in private life? Women have entered the public space and are still largely responsible for taking care of their children or the elderly. It doesn’t add up – there are only 24 hours in a day.” She also reflected on the lack of social structure for women to be able to work and pursue a career in Brazil, especially when we think of modern women, who are multi-faceted and wear many hats. Another important consideration that helps us understand what kind of investments we have to make to build a more equitable and sustainable society is related to the working culture in Brazil and the stereotyped profiles of male and female executives and employees. The working culture in Brazil reinforces the idea of an imbalance between personal and professional life, of long working hours and the expectations of the corporate world that reinforce this culture. Clearly, it is very harmful because the individual suffers from a lack of time and the difficulty of reconciling personal and professional demands. Celina said these issues create pressure for men and women and are a challenge for modern society – a challenge that is “not only intellectual but emotional.”

Ann MacDougall said we need a range of tools to address the challenges of modern society. She offered an example from the Acumen Fund as a representative of the third way (beyond charity and public policy). The Acumen Fund invests in social businesses that provide services to benefit the poorest in a given society. She said that Acumen has invested in 73 companies spanning housing services and goods, energy and water. Although Acumen’s portfolio does not focus on women and women leaders, it does promote them just because women are so often entrepreneurs in the social area, since they understand the long-term character of these investments. Ann said “it might spell the end of charity. They can create jobs and affordable services.” For example, in Mumbai, Acumen invested in ambulances, increasing the fleet and quality of services for the poorest people. They began with seven vehicles and now there are one thousand. The program started out serving a certain population group, and now it serves everyone.

Other goods and services leveraged by the Acumen Fund also impact women – for example, a micro-credit bank which finances housing and small businesses. These initiatives are transformative, but there is still a gap in access to investment, credit and mentoring so more women can be social entrepreneurs and understand that there is this other option, this third way.

“We need the involvement of companies, governments and civil society. There is no one agent who can, for instance, eradicate poverty and reduce inequality alone. Partnership is key.”

Jorge Abrahão

“You invited us, and we all feel that responsibility has come back to our group. We replied and today we have targets up to 2020, mentoring, working to construct a different ethos, a female ethos within companies.”

Celina Carpi speaking to Minister Izabella Teixeira

“When a family is headed by a woman, what happens to her role in private life? Women have entered the public space and are still largely responsible for taking care of their children or the elderly. It doesn’t add up - there are only 24 hours in a day.”

Celina Carpi

Social investments “might spell the end of charity. They can create jobs and affordable services.”

Ann MacDougall





CEO CHAMPIONS

in collaboration with



and



with the support of **McKinsey&Company**

Em 17 de junho de 2013, foi realizado o primeiro encontro do CEO Champions Brazil, em São Paulo, no Women's Forum Brazil. A reunião contou com CEOs, homens e mulheres, que estão fortemente empenhados em promover o avanço das mulheres no mercado de trabalho.

O CEO Champions é um grupo global somente para CEOs que pretende estimular o progresso e a sua responsabilidade no avanço das mulheres no setor privado. Mais de 20 CEOs do Brasil e da América Latina foram convidados a participar de uma sessão a portas fechadas, durante a qual eles compartilharam as melhores práticas e debateram soluções eficazes para criar mais oportunidades para as mulheres no mercado de trabalho. Foram apresentados e discutidos durante esta sessão os novos números sobre a liderança das mulheres em empresas brasileiras e latino-americanas.

O CEO Champions Brazil é uma iniciativa do Women's Forum em colaboração com a Ernst & Young e Sodexo Puras, com o apoio da McKinsey & Company. A iniciativa global CEO Champions foi lançada em 2010 pelo Women's Forum for the Economy and Society em colaboração com a Ernst & Young.

On June 17, 2013, the first CEO Champions Brazil meeting took place in Sao Paulo at the Women's Forum Brazil. It gathered men and women CEOs who are strongly committed to promoting the advancement of women.

CEO Champions is a global CEO-only group intended to drive progress and accountability for women's advancement within the private sector. More than 20 CEOs from Brazil and Latin America were invited to attend a closed-door session during which they shared best practices and debated effective solutions to create more opportunities for women in the workplace. New figures on women leadership in Brazilian and Latin American companies were presented and discussed during this session.

CEO Champions Brazil CEO Champions Brazil is a Women's Forum initiative in collaboration with Ernst & Young and Sodexo Puras, with support from McKinsey & Company. The CEO Champions global initiative was launched in 2010 by the Women's Forum for the Economy and Society in collaboration with Ernst & Young.

Membros do CEO Champions Global de 2012 incluem / 2012 CEO Champions Global Members include: Altran; Bain & Company; Baxter; Boyden; Diverseo; Ernst & Young; France Telecom Orange; Hall Capital Partners; Latham & Watkins; Mazars; McKinsey & Company; MSLGROUP; Publicis Groupe; Pro Mujer; Renault-Nissan Alliance; Sanofi; Sodexo; Solera Capital; The Coca-Cola Company; Women's Forum for the Economy and Society; Women Private Equity Fund.

CEO CHAMPIONS WOMEN'S FORUM BRAZIL 2013

"Promoting gender equality is also about constructing more sustainability, which leads to economic growth," said Beth Brooke, Vice President of Public Policy at Ernst & Young. "CEO Champions promotes this discussion with the ideas and commitment of men and women who lead large companies, and who can translate these ideas into reality."

During their first meeting the group decided to meet every six months to discuss best practices related to the issue of women's leadership in management. "I personally believe in the possibility of change and growth in the number of women in leadership positions in Brazil. Companies need the talent of women to become better and better," commented CEO Juan Pablo Urruticoechea, CEO of Sodexo Puras.

Also exclusively presented at the closed-door CEO Champions meeting were key findings from an important study by McKinsey & Company regarding women's corporate leadership in the region. Women matter: A Latin American Perspective noted, among other key results, that companies that have significant numbers of women on their executive committees perform better than those that whose committees contain only men.

According to information obtained from 345 companies in Brazil, Mexico, Colombia, Chile, Peru and Argentina, the average return on equity of companies that rely on the participation of women was 44% higher in 2011 than the return reported by companies with little participation by women. Data from 247 companies based in these countries also show that operating profit was 47% higher on average in corporations grounded in high rates of women's participation.

The McKinsey study also observed that 60% of executives whom it surveyed recognized that gender diversity in management teams has a positive impact on corporations' financial performance.

"It is very clear that we need to create conditions in which women increasingly occupy strategic positions within companies," said Irlau Machado Filho, CEO of AC Camargo Cancer Center.

"Many companies now have specific programs to facilitate the rise of women, but there is still much to be done," said Irlau Machado Filho, CEO of AC Camargo Cancer Center. "The ability to share best practices on this topic via CEO Champions creates a great opportunity."

CEO Champions Women's Forum Brazil 2013 Participants List:

Andrea Alvares, General Manager Salty Snacks Business Unit, PepsiCo Brazil, PepsiCo Inc.

Paulo Andreoli, CEO, Andreoli MSL Brasil

Beth Brooke, Global Vice Chair, Public Policy, Ernst & Young

Domingos H.G. Bulus, President, White Martins Industrial Gases Ltda

Nicola Calicchio, Director, Mckinsey & Company

Franklin L. Feder, Regional CEO Latin America And Caribbean, Alcoa Inc.

Giovanni Fiorentino, Director, Co-Founder And Head Of Brazil Office, Bain & Company

Geraldo França, General Manager For Benefits And Rewards, Sodexo Brazil

Sonia Hess De Souza, President and CEO, Dudalina

Frederic Kachar, CEO, Editora Globo

Paola Kiwi, President, Tupperware Brands Brazil

David Legher, President, Avon Cosméticos Ltd

Irlau Machado Filho, CEO, Ac Camargo Cancer Center

Satya Menard, Executive President Central And South America, Sodexo

Andrea Menezes, CEO, Standard Bank Brazil

Rafael Moliterno Neto, CEO, Unimed Seguro

Alberto Mondelli, Market Leader For Brazil And South Latin America, Mercer

Veronique Morali, President, Women's Forum For The Economy And Society

Judi Newsam, CEO, Guy Carpenter & Company Corretora De Resseguros

Jean-Philippe Ollier, Managing Director South America, Sociedade Michelin De Part. Ind. E Com. Ltda

Marco Túlio Pellegrini, SVP Operations & COO, Embraer Executive Jets

Sergio Romani, Insurance Managing Partner, Ernst & Young Terco

Claudia Sender, President, Tam Airlines

Denise Soares dos Santos, CEO, Charity Portuguesa de São Paulo

Juan Pablo Urruticoechea, Executive President, Sodexo Puras



with

José Caetano de Andrade Minchillo

Gerente Executivo – Diretoria Gestão de Pessoas
Banco do Brasil S.A.

Quais os motivos que levaram sua Empresa a patrocinar ao “Women’s Forum Brazil 2013”?

O evento está em consonância com o compromisso do Banco do Brasil de promoção e valorização da diversidade. Este nosso compromisso está firmado por meio de ações internas, como, por exemplo, o Código de Ética, a Estratégia Corporativa, e as Políticas Gerais da empresa, que afirmam que o BB respeita e valoriza a diversidade existente entre as pessoas e busca a equidade nas relações; e de ações externas nas quais o Banco é signatário, como o Programa Pró-Equidade de Gênero e Raça do Governo Federal e o Plano Nacional de Políticas para as Mulheres.

De que maneira a sua Empresa está trabalhando para reter os talentos femininos?

O Banco do Brasil desenvolve internamente o Programa Pró-Equidade de Gênero e Raça, de coordenação da Secretaria de Políticas para as Mulheres da Presidência da República. A partir deste Programa o BB passou a desenvolver uma série de ações que envolvem temas como recrutamento, seleção, treinamento e capacitação, que busca, entre outras coisas, o desenvolvimento de líderes e do corpo funcional como um todo; ascensão profissional, com metas para nomeação de mulheres em funções gerenciais; plano de carreira e remuneração; mecanismos de combate às práticas de discriminação de gênero e raça; e sensibilização da nossa cadeia de relacionamento para com o tema.

A Copa Mundial em 2014 e os Jogos Olímpicos em 2016 colocarão o Brasil em posição de destaque e atrairão atenção mundial. Quais os maiores desafios a serem enfrentados pelo Brasil neste período?

A Copa e os Jogos Olímpicos representam um grande desafio para o Banco do Brasil. O BB é reconhecido como o Banco que apoia o esporte brasileiro. Mas não somos patrocinadores de nenhum dos dois eventos, por isso temos que buscar alternativas para atrair a atenção de torcedores e turistas que lotarão as ruas das cidades por onde os eventos vão passar, respeitando, é claro, os limites éticos e legais dos patrocinadores oficiais.

For which reasons is your company a partner of the 2013 Women's Forum Brazil?

The event is in line with the Banco do Brasil's commitment to promote and value diversity. This is our commitment signed by internal actions, such as the Code of Ethics, Corporate Strategy, and General Policies of the company, claiming that BB respects and values diversity between people and seeks fairness relations, and external actions in which the Bank is a party, as the Pro-Gender Equity and Race of the Federal Government and the National Plan of Policies for Women.

What is your company doing differently to retain female talent?

The Banco do Brasil develops inside the Pro-Gender Equity and Race, coordinated by the Secretariat of Policies for Women of the Presidency. From this program the Bank has developed a series of actions that involve issues such as recruitment, selection, training and development, which seeks, among other things, the development of leaders and the workforce as a whole, rising professional goals for appointment of women in managerial positions; career plan and remuneration, mechanisms to combat discriminatory practices of gender and race, and awareness of our relationship chain to the theme.

The 2014 FIFA World Cup and the Rio 2016 Olympic Games will put the spotlight on Brazil; What are the main challenges for the country in this period?

The World Cup and The Olympic Games are a great challenge to Banco do Brasil. BB is well known for its support to Brazilian sport. But as the company is not the official sponsor of both events, BB will have to look for opportunities and alternatives to call people's attention and to remind them about BB support to Brazilian sport, respecting, of course, legal and ethic limits regarding official sponsors.



TOWARDS MEN CEOs LEADING FOR WOMEN'S CORPORATE ADVANCEMENT

Speakers:

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

Beth Brooke, Global Vice-Chair, Public Policy, Ernst & Young

Sergio Romani, Senior Audit Partner, Ernst & Young Brasil

Juan Pablo Urruticoechea, CEO of Sodexo Puras

HIGHLIGHTS

The first edition of CEO Champions Brazil, which gathered 25 members, demonstrated that policy to promote the progress of women in corporations is now a reality in leading Brazilian companies.

Many companies now invest in policies to facilitate women's promotion to leadership positions, mainly because women have leadership skills that are now valued by corporations worldwide.

Nevertheless, women's participation on executive committees and management boards is still significantly smaller than that by men. In Brazil, executive committees have an average of 7% women, while on management boards this falls to 5%.

Participants in CEO Champions will meet every six months to discuss and share best practices related to the advance of women in the companies they lead.

Key facts

- The low number of women at the top of organizations is linked to three factors: low rate of promotion, the generally small number of women in companies, and high turnover in medium to senior positions.
- Some policies, such as the adoption of quotas, still divide opinion among participating CEOs.
- According to a McKinsey & Company study carried out in Latin America and presented at the meeting, the average return on assets at companies that have women on their executive committees was 44% greater in 2011 than that achieved by companies which have no women on their committees.
- Operating profit at companies with women on their committees was an average of 47% greater than those with no women on their committees.

Key figures

- **65%** of the executives interviewed recognized that gender diversity in leadership teams has positive impact on the financial performance of corporations.

"Fostering gender equality is also about building more perennial companies and so leads to economic growth."

Beth Brooke

"Companies need women's talent to improve even more. The increased number of women in strategic positions in corporations is a trend in which I believe wholeheartedly."

Juan Pablo Urruticoechea

"CEO involvement is essential to women achieving more leadership positions in companies."

Manuela Artigas





THE BABY FACTOR

Moderator:

Michelle Loreto de Araújo Pinto, Anchorwoman, TV Globo

Speakers:

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

Sonia Regina Hess de Souza, President and CEO, Dudalina, and Jury Member, Cartier Women's Initiative Awards

Ana Luiza Masagão Menezes, Director of Marketing, Grand Hyatt São Paulo

Sylvio Rocha, Partner, CanalAzul, and former Head HSBC Securities Services Latin America

Rachel Schettino, Co-founder and Director of Sales, Rede Asta

HIGHLIGHTS

The prejudiced and incorrect idea vision that women lose their assertiveness at work when they become pregnant still remains, and we need to fight it to avoid wasting another generation of female talent.

Pregnancy goes away. Talent, not. Therefore, the arrival of a baby should not be seen as a barrier to professional success. On the contrary: women often say their desire to spend as much time as possible with their kids makes them both even more efficient workers, and also mothers who are even more committed to sharing quality time with their children.

"I was almost prejudiced against women who left work early to pick up kids or take them to the doctor, this kind of thing. Now that I'm pregnant with my first child, I begin to realize the importance of flexibility at work in order to accommodate the demands of motherhood as well as those related to the career."

"Post-feminism is when men share the responsibilities of the home and children."

Marina Gil Caruso

"I run a company where 1,800 women work. Pregnancy and motherhood are part of our reality. We decided to incorporate this into our management and created a program of support for expectant mothers. We found that the more support you give a woman, the higher her productivity."

"When the Brazilian labor laws were written, women were not in the professional market. It's fundamental to update the law so it reflects our daily reality."

Sonia Regina Hess de Souza

Key facts

- Research on Harvard graduates shows that, although the classes had 50% men and women, after some years, the departure of women reached 67% whereas men's was around 17%.
- In Germany, maternity leave can vary between 12 and 14 months. In the United States, it's just two weeks. In Brazil, it's four months, but several companies already give six months.
- Only 5% of the 500 biggest companies listed by Fortune Magazine are headed by women.

"I was promoted when I was seven months pregnant and although I was already in the position, to cover the maternity leave of a colleague, I was surprised by the company's decision. From that moment on I was divided between two big responsibilities: the best opportunity of my career and the greatest moment of my life. I'm very happy that I faced the challenge."

"We are jugglers, we take care of several things at the same time and success is in the quality of time, the dedication to each activity. When I'm at work, 100% of my attention is there, and when I'm with my daughter, I'm 100% there."

Ana Luiza Masagão Menezes

"I think it's time for us to reflect about the father's role in the life of children. Nowadays, for men and women, time is scarce and everything becomes a question of establishing priorities. You need to look ahead and evaluate what is the commitment that you want to have with the project of having a child."

Sylvio Rocha

"After motherhood, time is more than money. Time is everything. And the challenge is to become even more productive."

"I created a company to help increase the situation of women that have five, six, ten kids. After I became a mother, this became even more meaningful to me. Then, when my daughter was just one month old, I thought it was time to go back to work. The solution was to take Sofia to the office and get organized during breaks to breastfeed her."

Rachel Schettino

"If a woman is supported by the company she works for, she feels more relaxed about becoming pregnant, because she knows that she can proceed with her career after she has the baby."

Michelle Loreto





FINDING THE INSPIRATION TO MAKE A DIFFERENCE

Facilitator:
Nádia Rebouças, Founder, Rebouças & Associados

HIGHLIGHTS

In a globalized world where practically everything has become a competition, where information is available at our fingertips, where diversity is everywhere, it is a challenge to take in so many experiences and turn them into action that could serve as a model to make a difference. The first step to finding inspiration and creating change is to be positive, to learn to listen, to observe the good things that people have to offer and, most importantly, to know that the legacy to be left must be created through actions we take while we are alive.

This round table discussed the different sources of inspiration, ways of thinking, and how best to inspire people, whether within the family, at work or in general.

In a globalized world where practically everything has become a competition, where information is available at our fingertips, where diversity is everywhere, it is a challenge to take in so many experiences and turn them into action that could serve as a model to make a difference.

One of the most important values to make a difference is consistency. This is to have aligned values: whatever you think, say and do are in total harmony. No difference will be made in the world if what is said is not in line with what is done.

Being an agent of change in the world starts with listening, but listening with your heart. This helps create empathy with others, and the chances of having a positive influence are much greater. You need to listen carefully if you want to really understand others, but we must make the heart feel what is best for each case.

“I used the communication tools used in major advertising agencies to sell important causes in NGOs, social and environmental projects”

Nadia Rebouças

“I am from Rio but was raised in France. My father was in the military. I believe I made a difference to the lives of my children when my husband was offered a job to go to China and we accepted it. We went with two small children at the time (3 and 5 years old): we moved country, work, life... It was an opportunity to learn another language and culture. From China, where he stayed for four years, we went to Japan, where we stayed for two more years, when I had another child.”

Daniela Demoro

To make a difference it is important to be positive, to learn to listen, to observe all the good things that people have, and most importantly to know that the legacy we leave must be made through the attitudes we assume while we are alive.

This round table discussed the different sources of inspiration, the different ways of thinking and how best to inspire people, whether within the family, in experience, or at work.

The session was divided into two parts: first, the moderator did an exercise in which each participant told their life story to the person sitting next to them, and talked about the moments that made the difference in the world. Then, each one told the story they had just heard. In the second stage, each table (group) presented a design symbolizing the future, an inspiration for change. The images were: a head full of ideas and dreams; the Earth, with the words hope, passion and compassion; a ladder going to the sky, infinity; a scale, as a symbol of balance for personal and professional life.

“If companies do not understand that before they have employees who have to achieve goals, there are people behind these roles, with problems and feelings, results are unlikely to be improved.”

Luz Castanho Peres

“Decision making in companies does not always take into account human perspectives. We have to look at other people as human beings too, not just employees.”

Marisa Cesar

“The main agent of change in my life was brain cancer: I discovered the disease three years ago, had surgery and continue to have chemotherapy and radiotherapy. I have been writing a blog since I found out - Aprendendo a Nadar (Learning to Swim), which is nothing more than the art of survival, how to deal with cancer without being negative and to understand life. I hope I can inspire others to tackle the difficulties of life with their heads held high.”

Cecilia Rodrigues

“My main inspiration to make a difference was to take the initiative to create an association to serve 270 needy children. The Canaan Community Association is in Bauru, and I believe it is the greatest legacy I will leave in this life. “

Irma Souza





with

Catherine O'Connell

RVP, Human Resources - Americas
Hyatt Hotels Corporation

Por quais motivos sua empresa é parceira do Women's Forum Brasil 2013?

A Hyatt está orgulhosa de participar do Fórum de Mulheres Brasil 2013. Somos uma empresa de hospitalidade globalmente reconhecida, com marcas construídas a partir de uma rica tradição em inovar. Nos últimos tempos a Hyatt continuou a focar nas inovações que melhoram a Experiência das Mulheres, tanto para nossos hóspedes quanto para nossos sócios ao redor do mundo. Para mais informações em como estamos focando na Experiência das Mulheres, por favor, visite www.experience.hyatt.com.

O que sua empresa tem feito diferente para reter os talentos femininos?

A Hyatt continua a investir nesse bem: nossa gente. No passado, nossa empresa lançou seu primeiro grupo de relacionamento, o Mulheres@Hyatt. Nós temos agora 13 capítulos globais. Um dos nossos principais objetivos é focado em identificar o alto desempenho, o alto potencial que as mulheres têm com a organização. Como parte do processo para garantir o sucesso, cada um trabalha em parceria com um membro do comitê executivo, quem trabalha como um mentor e orientador. Globalmente, temos uma abordagem consistente para orientação, propositadamente direcionada para nossas colegas. A Hyatt tem orgulho em desenvolver nossos talentos, garantindo a plena participação de lideranças femininas dentro do nosso programa sênior de desenvolvimento de líderes.

A Copa do Mundo FIFA 2014 e os Jogos Olímpicos 2016 vão colocar um holofote no Brasil; Quais são os principais desafios para o país nesse período?

Um dos principais desafios para o Brasil poderia ser a conclusão de toda a infra-estrutura que é necessária para apoiar esses eventos, particularmente no Rio de Janeiro. Os Jogos Olímpicos 2016 é uma oportunidade única para o Rio de Janeiro e para o país exporem suas realizações econômicas e seu potencial de longo prazo para o mundo. Por isso, é indispensável que tudo ocorra bem com esses eventos e que os visitantes tanto para a Copa do Mundo quanto para os Jogos Olímpicos, tenham uma experiência agradável.

For which reasons is your company a partner of the 2013 Women's Forum Brazil?

Hyatt is a proud partner of this year's 2013 Women's Forum Brazil. We are a global hospitality company with widely recognized, industry leading brands built from a rich tradition of innovation. In the coming months and years Hyatt has continued to focus on innovations that enhance the Women's Experience, both for our traveling guests and our associates around the globe. For more information on how we're focusing on the Women's Experience please visit www.experience.hyatt.com.

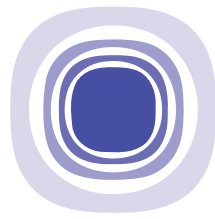
What is your company doing differently to retain female talent?

Hyatt continues to invest in its greatest asset: our people. Within the past year, our company launched its first Women@Hyatt employee network group with now 13 chapters globally. One of our principle objectives is focused on identifying high performing, high potential women within the organization. As a part of the process to ensure their success, each one is paired with a member of the executive leadership team, who serves as a mentor and advocate. Globally, we have a consistent approach to mentorship, purposefully targeted for our women colleagues. Hyatt takes pride in developing our talent by ensuring full participation of women leaders within our most senior leader development program.

The 2014 FIFA World Cup and the Rio 2016 Olympic Games will put the spotlight on Brazil; What are the main challenges for the country in this period?

One of the main challenges for Brazil could be the completion of all the infrastructure that is required to support these events, particularly in Rio de Janeiro. The 2016 Olympic Games is a unique opportunity for Rio de Janeiro and for the country to exhibit their economic achievements and their long term potential to the world. Therefore, it is imperative that these events go smoothly and the visitors to both the World Cup and the Olympic Games have a pleasurable experience.

INITIATIVE



Rising Talents
WOMEN'S FORUM
FOR THE ECONOMY & SOCIETY

Building the future with women's vision

In partnership with: **BAIN & COMPANY** 

The Rising Talents Initiative aims to **distinguish highly talented young women under the age of 40 who are on their way to becoming influential figures in our economies and societies**. This initiative is a commitment to promote women leaders and bring the vision of rising generations to the Forum.

This year, a special selection of 5 Brazilian young women have been invited to join the Rising Talents network — which now includes more than 100 members and offers networking opportunities year-round — and to attend the 2013 Women's Forum Brazil, as well as the 2013 Women's Forum Global Meeting. They work in business and in arts & culture, and all have demonstrated real capacity to carry through ambitious projects in both their personal and professional lives.

The 2013 Brazil Rising Talents are:

1. **Panmela Castro**, 32, Graffiti Artist and President, Nami Rede Feminista de Arte Urbana
2. **Alessandra França**, 27, Founder and President, Banco Perola Microcrédito
3. **Daniela de Rogatis**, 38, Founder and President, Rogatis Family e Cia da Educaçao
4. **Luisa Ribeiro**, 31, CEO, Papaya Ventures
5. **Mariana Tolovi**, 39, Regional Strategic Marketing Director, Ethicon Surgical Care, Johnson & Johnson Company

A iniciativa Rising Talents (Talentos em Ascensão) visa **distinguir jovens mulheres altamente talentosas, com idade inferior a 40 anos, que estão em vias de se tornar figuras influentes em nossas economias e sociedades**. Esta iniciativa é um compromisso para promover líderes femininas e trazer a visão de novas gerações para o Forum.

Este ano, uma seleção especial de cinco jovens mulheres brasileiras foi convidada a entrar para a rede Rising Talents - que agora inclui mais de 100 membros e oferece oportunidades de networking durante todo o ano - e para participar do Women's Forum Brazil 2013, bem como do Women's Forum Global Meeting 2013. Elas trabalham nos negócios, e nas artes e cultura, e todas demonstraram real capacidade de realizar projetos ambiciosos, tanto em suas vidas pessoais quanto em suas vidas profissionais.

As participantes do Rising Talents Brasil de 2013 são:

1. **Panmela Castro**, 32, Artista
2. **Alessandra França**, 27, Fundadora e Presidente do Banco Perola Microcrédito
3. **Daniela de Rogatis**, 38, Fundadora e Presidente da Rogatis Family e Cia da Educação
4. **Luisa Ribeiro**, 31, CEO da Papaya Ventures
5. **Mariana Tolovi**, 39, Diretora de Marketing, na América Latina, da Ethicon



LEADERSHIP FOR TOMORROW

Hosted by Bain & Company

Moderator:

Sandra Boccia, Editorial Director, Pequenas Empresas & Grandes Negócios

Host welcome:

Denise Damiani, Partner, Bain & Company, São Paulo

Speakers:

Alessandra França, Founder and President, Banco Pérola Microcrédito, and 2013 Rising Talent

Anne Lauvergeon, President, Innovation 2030 Commission and former CEO, Areva

Alyse Nelson, President and CEO, Vital Voices Global Partnership, and Women's Forum Rising Talent Alumnus

Daniela de Rogatis, Founder and President, Rogatis Family e Cia da Educação

Luisa Ribeiro, CEO, Papaya Ventures, and 2013 Rising Talent

Mariana Tolovi, Regional Strategic Marketing Director, Ethicon Surgical Care, Johnson & Johnson Company

HIGHLIGHTS

It is not uncommon to find companies that have only one or two women on their boards, amid over a dozen men. Often the lack of women on the board is directly linked to management style, and women feel ignored as well as under-represented. As a result they may even resign and give up a promising career. Among the main obstacles to women getting to the top in companies is that they resist joining groups to gain a voice and stand up for their rights, afraid of being labeled within the company. Furthermore, in countries such as Brazil, prejudice is veiled and companies do not even see an absence of women as a problem.

We are in crisis with regard to the world we want to leave for our children. It must be remembered that each home is a leadership school where an essentially humanistic leading role can be played in the education of children. Motherhood is an exercise in leadership and when there is a clear worldview it is also a massive transformational tool. This is where the value of knowledge and education come in. They encourage personal development, which inspires boys and girls to enjoy learning, to understand and achieve, and to build a better world. It is not up to the government or school to produce conscientious citizens. This is the family's responsibility; it is the family that drives the development of children and consequently of the country.

Key facts

- Women themselves are often afraid of getting together in groups to struggle for their rights. The fear is they will be stigmatized in the company.
- Greater equality and flexibility for diversity is noticed when there are more women in command.
- It is important that women remain united, accept their internal fears and share their experiences, victories and defeats with other women, so that they will feel less alone.
- Leading means building a heterogeneous group and giving them the conviction they can do anything they want to, with drive and effort. True leaders are capable of transforming a group of separate personalities into a single organism.
- Due to a lack of confidence, women tend to put themselves down, thinking they are always less qualified than they really are. Recent research done in the USA shows that women do not take on certain roles because they do not feel qualified enough, even though they are, whereas men take on a task without knowing how to do it and then catch up.
- A lot of women think they are too aggressive, as they have to blow up to be listened to. They know this is not the right approach, but end up raising their voices to express themselves.
- You build confidence by accepting a risk. If there is a big risk, there is a big reward. Successful women experience a lot of failures because failure is not the opposite of success but rather a step towards it.

Key figures

- **30%** The representation required for a minority to change the status quo
- **7.7%** The percentage of women on management boards worldwide
- **4%** The percentage of women on the Forbes list of most influential people
- **25%** The difference in salaries between men and women in Brazil
- **90%** The amount invested by women in their family and /or the community in Brazil

"Increasing women's numbers on boards is a job for women. Men will not do it, and often they don't think this is a problem."

Denise Damiani

"The most successful women are those who understand what makes them powerful as leaders."

Alyse Nelson

Sharing with other women makes executives lose their fear of dealing with their own weaknesses, as well as helping them realize that other people have the same problems, aiding the search for solutions. Interactivity is the key word. If you are available for others, helping those who need it, collaborating, talking to those you do not know, connecting with others, it opens doors. You have to be like men, who get together for soccer, or poker, among other activities. Socializing creates opportunities and produces a great variety of experiences that will contribute not only to professional qualifications, but to personal life as well.

When you spend a lot of time at work, routine becomes tiresome. This is why it is important to know your strengths and weaknesses. With in-depth knowledge of yourself, you can better manage where you use your energy. Understanding what cannot be changed is the first step to having a good relationship with yourself and with others. Only in this way is it possible for us to see others more clearly and encourage them, showing them all the potential they have. This is the real meaning of leadership.

The lack of trust in women is closely related to finance. They earn less and live longer, spend more (because they help more people) and invest less. The result is a poor financial foundation for old age. By reversing, or at least improving, this dynamic it is possible to instill more self-esteem in women. As a consequence, they will feel more confident in systematically discussing improvements in their lives, such as negotiating better salaries, more promising positions, and so on.

Women have achieved positions of leadership and now work in jobs and segments that were previously dominated by men. Gradually, they are learning to deal with the load that senior professional performance places on their lives. They are ridding themselves of guilt and seeing motherhood as an exercise in leadership and no longer as a competitive disadvantage. On the other hand, women are still in the minority on the boards of large companies, and their salaries are lower than their male peers.

To reverse this situation, women must become aware of their real value and not be ashamed to fight for their ideals. Nowadays they no longer have to wear blazers with shoulder pads to get respect. With different styles of leadership, they present characteristics that are highly prized in the business world.

Among women's main personality traits is their motivational strength tied to the capacity to know who they are and what their personal mission is. Other positive traits are empathy and vulnerability, always critical points in leadership. It is easier for women to recognize their own qualities and weaknesses, and to surround themselves with competent people in areas in which they do not have expertise, complementing the team's skills.

Women also have a great capacity to breach divides, meaning they have the flexibility and comprehension to deal better with any form of diversity, such as political or religious opinions. They have to spend much of their lives having to prove how good they are, and so often think more outside the box. They train to do the same thing in different ways and are very good at building alternative routes. Finally, women are recognized

for promoting good. The women who get the best financial results reinvest 90% of their earnings in their own family or the community, looking around for how they can share and collaborate with the collective.

Women must believe in their leadership power and use their natural attributes to make a difference on company boards. The idea that women must be insensitive and reject attitudes that are considered feminine to get to the top is obsolete. Appearing untouchable and always secure makes the team follow the leader and everyone is at risk. By showing vulnerability, however, the team respects the leader, promoting loyalty, motivation and confidence in everyone.

"The more women there are on the board, the more women are promoted in the company."

Mariana Tolovi

"Women have to be excellent to look good. They have to prove themselves all the time."

Alessandra França

"Motherhood is an exercise in leadership, not a disadvantage."

Daniela de Rogatis

"Leading is no longer a power exercise, but rather empowerment through others."

Sandra Boccia

"The quota system is artificial and should be the last resort. The right women have to be put in the right places."

Anne Lauvergeon

"Sharing with other women makes you realize that more people are going through the same problems as yours. So, you don't feel alone and you lose your fear of dealing with your own weaknesses."

Luíza Ribeiro





TRAINING SESSION FOR BOARD CANDIDATES

Session leader:

Ana Paula Chagas, Partner, 2Get Executive Search, Co-President, WCD - Women Corporate Directors São Paulo Chapter, and Co-Chair, WCD South America

HIGHLIGHTS

Being a board member is a profession and may be a 'plan B' when women retire and leave companies. Women's capacity to deal with families gives them some advantages. They are patient, know how to listen, and are very resilient. In other words, they are good mediators and this feature is very welcome in Board Directors because it helps to build consensus. Brazil does not have many women working in this area, but there are many who want to get into it. Thus, Women Corporate Directors (WCD), an American company that prepares women to become Board Members, came to Brazil in 2009 and today WCD Brazil is the third-largest branch in the world. When women are named to Boards, they usually help instill more discipline in meetings because men prepare better when there are women around them.

Ana Paula Chagas shared her experience at Women Corporate Directors (WCD), a global network that prepares women to be board members. In Brazil, most women still do not have these skills, so Ana Paula recommended a course given by the Brazilian Institute of Corporate Governance (IBGC), which also has a guide to corporate governance on its website. She explained that a Board of Directors has to prepare a company's strategy, not run the company. It is bad practice when a CEO is also chairman of the Board of Directors.

Governance is process. A Board of Directors needs people with different backgrounds for different responsibilities:

1- Analyzing the company's long-term strategy; 2- Monitoring action; 3- Approving decisions if something needs to be sold; 4- Preserving financial assets; 5- Choosing the next CEO, and 6- Planning board member succession. The sixth item is now a major problem in Brazil, because succession planning is not common, and there are many aging board members.

However, this situation could be an opportunity for women to succeed them. To enter this field, women need to have good networking skills. Unfortunately, men have more networks than women, who often prefer to be at home with their families instead of spending time with strategic friends.

An independent board member cannot be a former employee of the company or one of its suppliers, because the goal is for them to speak out even if the company does not want to hear unpleasant truths. You need to have specific knowledge, which could be social media expertise, marketing, human resources, leadership, and so on. Every board member needs financial skills, so those who are mathematically challenged will need to study. A good board member is one who listens a lot and whose questions can drive the direction of the meeting. In this respect, women have an advantage because they say things that nobody else wants to say. They usually ask the most difficult questions because they are more spontaneous than men. However, before accepting the invitation to be a board member, the person needs to talk to everybody to check if the company is trustworthy.

"One woman on a Board of Directors is a challenge. Two would be a competitive advantage and three would be perfect."

Ana Paula Chagas





Jacqueline Franjou, Luiza-Helena Trajano, Véronique Morali



Participants' welcome



The champagne bar by Champagne Pommery



Drinks and Snacks' bar by PepsiCo



Pannela Castro



The Renault Twizy, 1st Electric quadricycle



The Tea bar hosted by Kusmi Tea



Rosangela Santos, Maria Emilia Manzolli, Daniela Bovi



**OPENING DINNER:
HOW ARE YOU
GOING TO MAKE
A DIFFERENCE
FOR WOMEN?
Hosted by PepsiCo
Inc.**

Speakers:

Andrea Alvares, General Manager, Salty Snacks Business Unit, PepsiCo Brazil
Franklin Feder, Regional CEO, Latin American & Caribbean, Alcoa Inc.

HIGHLIGHTS

Inclusion models at PepsiCo and Alcoa are global benchmarks, and they stimulate debate and reflection. Encouraged by executives from these multinationals, Women's Forum Brazil participants suggested topics for future discussions that ranged from boosting women in digital business to how to influence large corporations to avoid stereotyping women as just housewives in their advertising campaigns. Themes such as "Women must grow in the executive market without trying to copy the male professional model," "Financial education," "Emotional Intelligence," and "Education and showing the way forward to top performance" were also highlighted at the dinner that ended the first day of the Forum. At the end of the event, it was clear that in the last few decades there has been a lot of progress on the inclusion agenda, but there is still a lot to be done to boost women in the job market.

Instigating, provoking with experiences, and engaging everyone in the discussion "How are you going to make a difference for women?" - this was the main course at the opening dinner for the Women's Forum Brazil 2013. Moderator Andrea Alvares invited every table to produce a key theme to be further investigated at another opportunity. She gave examples from the company she leads: PepsiCo Brazil. The company, the world's second-largest food and beverage business, is based on four pillars, said Alvares: financial sustainability - "because without profit it is impossible to use the other pillars" - human and environmental sustainability, and stimulating talent.

"All of the pillars at PepsiCo incorporate diversity and inclusion, and that includes women," said Alvares, adding that projects to stimulate female talent, in addition to generating long-term financial returns, contribute to a better world and better human beings. This work done by PepsiCo goes beyond the borders of its market sector. Alvares used as an example its financial support to the program "A Million Water Tanks", which aims to ensure domestic water supplies for millions of people who live in Brazil's semi-arid regions, as well as for schools and companies. The water tanks directly benefit women and the goal is to bring about greater training and engagement.

Franklin Feder, CEO for Latin America and the Caribbean at Alcoa – which was recognized in 2012 as the “Best Company for Women to Work At in Brazil” by the Great Place to Work Institute - was asked how the world could produce more executives with its level of engagement on issues key to working woman who need to develop their professional talent. Feder said that inclusion of women is a strategic objective at Alcoa, and it results from daily practice of the company’s values, which are important to all its employees. “The CEO points the way ahead, but it is the 6,400 Alcoa employees who believe in these concepts that make it work,” he said.

Alcoa sets inclusion targets to be achieved and any hiring or promotion must follow these guidelines. “If women account for over 50% of the population, for any position we have to have at least 50% women candidates. It is only starting from there that we use other criteria, such as merit and training,” said Feder.

Key facts

- PepsiCo goes beyond its factory walls to promote its concepts, sponsoring social programs that prioritize professional training and the engagement of women.
- Alcoa was recognized in 2012 as the “Best Company for Women to Work At in Brazil” by the Great Place to Work Institute.

Key figures

- **50%** and no less, is the percentage set aside for women in applying for openings and promotions at Alcoa.
- Stimulating female talent generates long-term financial returns and also contributes to a better world and better human beings.

“All of the pillars at PepsiCo incorporate diversity and inclusion, and that includes women.”

Andrea Alvares

“The CEO points the way ahead, but it is the 6,400 Alcoa employees who believe in these concepts that make it work.”

Franklin Feder





COMMERCIAL CORRUPTION: WHY IT CAN NO LONGER BE IGNORED, PRACTICAL STEPS FOR PREVENTION

Session leader:

Isabel Franco, Senior Partner,
KLA-Koury Lopes Advogados

Speakers:

Fernando Alves, Territorial
Senior Partner (CEO),
PricewaterhouseCoopers Brazil
Thais Carloni, Legal Director for
Dow Brazil and Latin America
North Region
Josie Jardim, Associate General
Counsel, Amazon.com Brazil

HIGHLIGHTS

The Brazilian elite always blames others for corruption, but nonetheless pays bribes. There is some discomfort among the public about a lack of return from the government and where taxes paid by citizens go. At the same time, there are signs of hope in the fight against corruption, as Brazilian society is reacting spontaneously in this matter.

The same is true for private corruption. Companies should not only have compliance policies, but also mechanisms to look into allegations, using a code of ethics, and not keep them on the back-burner. Well-defined ethics and compliance systems are a competitive advantage for companies.

The Legal Director at Dow, Thais Carloni, presented the company's plan to sponsor the Olympic Games and the urgent challenges that this involves for the company. The central challenge is to engage Dow employees in the company's compliance activities. The strategies are focused on training so that they comply with the duties spelled out in the company's policies and a daily basis. There is a sense of urgency in the company's compliance agenda. At the same time, Thais raised the importance of other companies engaging in fighting corruption.

Josie Jardim, Legal Director of Amazon.com Brasil, focused her presentation on how companies can develop compliance policies. She has vast experience in the area and built her early career at GE, which is a global benchmark on this topic. She said that in the same way people demand to know where their money has gone, we should also work in a company that is not corrupt. Every large company has doubts about whether or not to invest in compliance. At GE, at any meeting it was mandatory to address compliance, and this gives GE a visible competitive edge.

The CEO of PwC Brazil, Fernando Alves, said the company has a very well-developed compliance program, and ethics are among PwC's main benchmark factors. This value is promoted to all the company's employees, and the concept of integrity is represented by quality and zero tolerance of corruption. In addition, the company has permanent measuring, ombudsman and audit mechanisms. Everyone who joins the company is shown the code of conduct and told that no company involved in corruption cases are customers of PwC. The compliance process is also based on a system of crime and punishment. The company has had few cases of the misuse of funds, but when it does, the decision is taken fast.

All the speakers said that investigatory processes are essential in a company. Examples of mechanisms included using neutral people in investigations, the importance of people knowing how an allegation will be handled, and who is involved in the process. The representative of the Amazon said the company is creative in its compliance process and mentioned cases of companies who send text messages to their employees to spread the message about compliance. The speakers also said that company policies must be clear in every sense, to create an environment of trust for its employees, and to establish policies that identify employee integrity.

Key facts

- The CEO of PwC Brazil and former GE employee Josie Jardim said that compliance is one of the main factors by which a company can achieve longevity on the market, and its employees are driven more by the company's ethics than salaries, as they are absolutely certain that there is a correct compliance policy.
- When the company thinks it has set up a good compliance policy, someone always finds a way to get round the law, and that is why it is a constant process of improvement.
- Strict control of people and customers is needed to maintain your reputation.
- It is important the company always thinks long term and believes in the advantages compliance can bring to its business. In this way the company avoids the short-term burden of being held hostage by corrupt clients and governments.
- The benefits are always greater when you have best practices and companies should seek to influence their value chains for this reason.
- Speakers felt women are less tolerant of non-compliance and stricter when they are investigating allegations. Women are more methodical, more reasonable, less passionate, fairer and more objective, especially on compliance, and they are seen as more just and rational.
- In large companies compliance is often an issue for the board, and the number of women who are compliance officers is increasing – placing them on boards.

Key figures

- Among the more than 5,000 people at PwC, instances of corruption are minimal: one or two cases a year.
- **87%** of people who participated in the Free Pass Movement during the demonstrations in Brazil were also demonstrating against corruption. This is a global change that will go on.
- Almost all GE's investigations came through its 600 ethics communications channels which have no caller ID and are absolutely effective.
- PwC has screening procedures for clients in order to avoid contamination. It reported turning down about 30% of clients involved in corruption cases.

"We are implacable on compliance. This is our creed. We select not only our employees using this creed, but also our clients."

Fernando Alves

"The great differential nowadays is the creation of permanent mechanisms and values by the company. We want this to be part of people's daily lives. We are working so that compliance policies are part of employees' DNA. It's a cool challenge to sponsor the Olympics and, even more, it is an important space for women."

Thais Carloni

"The benefit of having compliance policies is achievable. I believe that compliance policy is a zero tolerance issue and that this is the only way forward for us in Brazil to reduce corruption."

Josie Jardim

"PwC's compliance system is incredible. On each floor you enter there is a mirror that says: "Do know who is responsible for PwC?" - and the person is looking in the mirror. The message is about personal responsibility each in the company has for compliance."

Isabel Franco





KEEPING THE SPARK

Session leader:

Vicky Bloch, Founder and CEO, Vicky Bloch Associados

Speakers:

Luiz Carlos de Queiróz Cabrera, Professor, FGV-EAESP, and Partner, Amrop Panell

Brenda Fucuta, Former Director, Editora Abril SA

Satya Menard, CEO, Sodexo Soluções de Serviços On Site for Latin America

Ney Silva, Personnel Management Director, Natura SA

HIGHLIGHTS

Finding and retaining talent have been among the major challenges faced by companies and institutions in recent years. Significant changes in the labor market have profoundly transformed the relationship between professionals and corporations. The very concept of talent has changed a lot in the last two decades, and the way companies retain people with a lot of potential has also undergone change, but experts say we need to make further progress and balance individual and corporate proposals. Progress is also required in human resource policies, which were designed to serve the male universe and have disregarded the growing participation of women in the labor market. Companies that can find talent among their staff and keep these people with differentiated skills and abilities, regardless of gender, have an important competitive advantage in an increasingly globalized market.

How do we define talent? Labor relations have changed a lot in the last 25 years, influenced by wide-ranging geopolitical and demographic change, greater life-expectancy, greater urban development, more women in companies, and the progress of digital technology, said Luiz Carlos de Queiróz Cabrera, a teacher at FGV-EAESP University and a partner at Amrop Panell.

“Up to the 1980s, talent was defined by the degree curve – meaning only those with high IQs were considered to be talented, generally people who studied at good schools and who were from families that made up the elite. But there has been a change in concept: from intellectual talent to results-based talent,” said Cabrera. Today, he went on, talent is about the professional – irrespective of gender – who solves complex problems using new and smart solutions, or who presents innovative solutions for old problems.

Often this talent takes a while to be discovered by organizations that have not yet assimilated this paradigm shift and which thus have not created the conditions to awaken their employees’ potential, added Ney Silva, Director of Personnel Management at Natura. “The big challenge faced by companies is to create the conditions for the inherent talent in each person to flourish. These talented people expect more from companies and institutions and are looking for balance between their personal and corporate goals,” said Silva, who believes that companies that can create an environment in which this talent can grow have an important competitive edge on the market.

The panelists also agreed that companies that can retain talent are more competitive in an increasingly globalized market. But how should these professionals be retained, asked Vicky Bloch, founder and CEO of Vicky Bloch Associados: “Should companies retain this talent? Couldn’t this ‘imprisonment’, as many people describe it, undermine their talent?” According to Cabrera, for over 100 years companies retained their professionals with most potential by offering stability in exchange for obedience.

Recent years have seen the prevalence of ‘symbolic exchanges’: companies offer good salaries and a package of benefits to retain staff. However, retention of talent has failed because professionals have their own identities and value systems, which may be repressed by one size fits all Human Resource policies.

“Companies have to be competitive in terms of salaries and benefits. This is basic in discussions. The challenge is to advance to each person’s identity and achieve unity with the companies’ objectives,” said Satya Menard, CEO of Sodexo Soluções de Serviços On Site for Latin America, referring to the growing level of frustration among executives and the number of professionals who leave corporations to become entrepreneurs and seek professional satisfaction far from corporate bureaucracy.

Brenda Fucuta, a former Director of Editora Abril, stressed that the challenge is particularly acute among the growing number of women on the job market. According to Fucuta, today there are more women at university and they are getting better prepared for any profession. Cabrera agreed that FGV University has graduated more women than men since 2004. “Companies know there is this back-up reserve, and that they cannot overlook it. However, the gender difference still exists and it is large,” Fucuta said. Globally, women have only 23% of leadership positions, and in Brazil the numbers are worse still.

“Progress is needed in the management of these symbolic exchanges. Human Resources professionals are still using the model from 100 years ago. These exchanges are also generalist and, generally, intended to satisfy the male universe. Women, particularly mothers, may have different concerns — such as flexible scheduling — and these too should be addressed. The bottom line: this should be a dialogue that focuses on the individual,” Cabrera said.

“Until the 1980s, talent was defined by the degree curve – meaning only those with high IQs were considered to be talented.”

Luiz Carlos de Queiróz Cabrera

“The big challenge faced by companies is to create conditions for the inherent talent in each person to flourish.”

Ney Silva

“Should companies retain this talent? Couldn’t this ‘imprisonment’, as many people describe it, undermine this talent?”

Vicky Bloch

“Companies have to be competitive in terms of salaries and benefits. This is basic in discussions.”

Satya Menard

“The gender difference still exists and it is large.”

Brenda Fucuta

Key facts

- Labor relations have changed a lot in the last 25 years, influenced by such wide-ranging aspects as geopolitical and demographic change, greater life-expectancy, greater urban development, a greater number of women in companies, and the progress of digital technology.
- Today there are more women at university and they are better prepared than ever before for the whole range of professions. Companies know this reserve exists and that they cannot overlook it.

Key figures

- 23% of leadership positions worldwide are occupied by women.
- In 2004, FGV began to graduate more women than men.





RETHINKING OUR HEALTH

Hosted by Sanofi

Moderator:

Lucia Helena de Oliveira, Editorial Director, Saúde

Host welcome:

Laure Thibaud, Senior Vice-President, Corporate Communications, Sanofi

Speakers:

Dr. Jose Bento, Founder, Clínica Dr José Bento

Dr. Rafael Moliterno Neto, CEO, Seguros Unimed

Dr. Dalva Poyares, Research Professor, Sleep Institute, AFIP, and Affiliated Professor, Department of Psychobiology, Federal University of São Paulo

HIGHLIGHTS

Increasingly, women are playing multiple roles in society and this has affected health for all of them. Diseases such as obesity, alcoholism, sleep disorders (insomnia and sleep apnea), high blood pressure, and diabetes, which commonly affected mostly men, are dramatically on the rise among women. Due to a lack of time, having a balanced diet and taking regular exercise have become increasingly difficult. This is a portrait of female advancement in the job market, assuming increasingly important positions in companies, and still having to manage a family, children and a home.

Biologically, women are born to procreate but because of the new roles they have taken on, nature can be circumvented and pregnancy delayed. Unfortunately, such decisions have consequences for the body: fibroids, endometriosis and breast cancer - known as women's diseases - have become recurrent and often cause other problems, such as infertility and hormonal variations.

The big secret for health is to maintain physical and mental activity, to have time for leisure and relaxation, to have a balanced diet and have routine check-ups to prevent disease. In other words, balance.

Women engaged in highly stressful roles, compared with those who suffer less stress at work, have a higher risk of cardiovascular disease and depression. Jobs whose tasks require a lot of women - or rather, make them produce all the time with tough deadlines - leave them in a permanent state of tension.

Typically, 80% of decisions on family health are made by women, either making routine appointments, or vaccinating their children. But as they have taken on more roles, women have been pushed aside and do not even take minimal control of diseases that can be prevented.

Many differences between male and female bodies are known: women have more auto-immune diseases than men and usually live longer, although they are more sedentary. Currently, about 20% of women in Brazil are absolutely sedentary and alcoholism and smoking among women have increased by about 17% over the past five years.

Sleep disorders are closely linked to obesity: recent research shows that we have “long sleep” genes - that is, the total time that each person sleeps - and the shorter the sleep time, the greater the tendency to be overweight. Women are opting to sleep less and less, to take care of the multiple roles they perform.

“She fell into a trap laid by society: she took on the role of executive when biologically she was born to procreate, and this has led her to have serious health problems”

Dr. José Bento de Souza.

“Information and prevention are the key factors in preventing chronic diseases”

Laure Thibaud

“With 64% of employees being women, Unimed developed a psychological support program for them to better manage their multiple roles and manage daily stress”

Dr. Rafael Moliterno Neto

“Diseases such as burnout are increasingly frequent in women. There’s no secret: we have to have a balance between professional and personal life.”

Dr. Dalva Poyares

“Companies need to rethink their working model and offer more flexibility for women.”

Lucia Helena de Oliveira





INSPIRING WOMEN IN BUSINESS

Hosted by Standard Bank

Moderator:

Andrea Menezes, Country Head Brazil, Standard Bank

Speakers:

Alessandra Ginante, HR Vice-President, Avon Cosméticos Ltda

Faith Khanyile, Head, Corporate Banking South Africa, Standard Bank

Louisa Mojela, Group CEO, Women Investment Portfolio Holdings

Judi Nwokedi, CEO, Nwokedi Consulting PTY LTD and former Senior Vice-President, Areva South Africa

Vanessa Vilela, CEO, Kapeh Cosméticos

HIGHLIGHTS

Business leaders from South Africa and Brazil shared their stories of the challenges they have had to face and overcome as women in diverse and rapidly changing environments, the roles their organizations play in developing women's leadership, and how they are personally lifting others as they rise.

Besides inspiring women with success stories, it is fundamental to create ways to enable more women to reach corporate leadership and success as entrepreneurs.

Each speaker discussed how her path to success required courage to overcome the limitations imposed by gender, time and country. South African women now in leadership positions reminded the audience that their generation had to grapple with apartheid. Still, all of them agreed that today's leaders can make it easier for young women who are entering the business world both as executives or entrepreneurs at any level.

"As leaders, we are looking at the corporate world and practicing social responsibility by securing a fair proportion of women in hiring, salaries and promotions, with the objective of reaching balance in the work environment. They are simple things, a matter of attitude, that do not require extra investments. It's enough to observe the indicators of gender, race, social status and to equalize the opportunities."

(About the quotas policy) "To be fair, quota policies must work within a bigger context."

Alessandra Ginante

"Our generation of women had to prove our ability to face big challenges. It's not rare to see women in the corporate world rising to leadership positions of businesses that are in difficulty — which are bound to fail. At yet often they're able to turn the business around and that's what gives them the credentials to rise up the corporate ladder."

(About the quotas policy) "If you don't have legislation to light the path for companies, change will take much longer."

Faith Khanyile

Key facts

- Women represent 44% of the work force. However, although 60% of graduates are women and 25% reach executive positions, only 8% get to the Board. If you exclude companies which have women on the board because they are heiresses, this number is even smaller. (Research quoted by Andrea Menezes)
- In Norway, in 2003, women made up 3% to 4% of company boards. In 2006, it was 6%. As the number was still too small, was created a rule of 40% women on boards.
- Only 5% of the 500 biggest companies listed by Fortune Magazine have women as presidents.

“Our company helps young men and women get to university in areas like science, engineering and accountancy. We provide tuition, accommodation and counseling for the big transition that is to leave their parents’ house, where they have strict rules, and go to university where they don’t have that kind of supervision. We teach them to keep focus.”

“In South Africa, the rates of unemployment among young girls are especially high, so we motivate them to become entrepreneurs.”

Louisa Mojela

“The concept of having quotas for women in corporations has the aim of developing leadership for the future. Countries that have equal rights for men and women do better. Take the Nordic countries as an example of equal opportunities. If in countries like South Africa you let the market decide, there will be no shift in the market’s approach to women and blacks.”

“A happy mother at home is a happy contributor at work. So, at the board level we make all the arrangements to help women with their babies.”

Judi Nwokedi

“I am always searching for ways to inspire women to begin their businesses from scratch and fight their way to the realization of their dreams. It’s a matter of self confidence and faith that it’s possible to succeed.”

Vanessa Vilela

“Companies with more diversity tend to have better financial results.”

Andrea Menezes





with

Andrea Alvares

General Manager, Salty Snacks Business Unit, PepsiCo Brazil
PepsiCo, Inc.

Por que razões a sua empresa é um parceiro do Women's Forum Brazil 2013?

A PepsiCo acredita no trabalho em equipe para alcançar o sucesso. Acreditamos que cada indivíduo, com suas características e histórico, traz força para o negócio. As mulheres na PepsiCo, incluindo a CEO Indra K. Nooyi, tem um papel crescente e estão em uma grande variedade de posições de alto destaque. No entanto, precisamos continuar nossos esforços para guiar, preparar e recrutar ainda mais mulheres para a nossa liderança. Assim, estamos orgulhosos de apoiar e incentivar fóruns de discussão sobre novas ideias e iniciativas - como o Women's Forum - que ajudam nossas líderes femininas a alcançar todo o seu potencial.

O que sua empresa está fazendo de maneira diferente para reter talentos femininos?

Na PepsiCo, temos um compromisso global para aumentar o número de mulheres executivas. Aqui no Brasil, quase 40% da liderança é composta de fortes líderes femininas. A PepsiCo tem como objetivo encontrar oportunidades de crescimento profissional para as mulheres em todos os níveis da organização, levando em consideração as suas necessidades, para apoiar o seu desenvolvimento e avanço na carreira. Estas iniciativas vão desde programas como o Doce Começo, que oferece atendimento especializado durante e após a gravidez, horários de trabalho flexíveis com o programa Flex Work; e o ROKET, programa concebido para ajudar a reter os principais talentos através do desenvolvimento de benefícios personalizados com base nas prioridades de cada indivíduo.

A Copa do Mundo 2014 e os Jogos Olímpicos Rio 2016 vai colocar os holofotes sobre o Brasil; Quais são os principais desafios para o país neste período?

A PepsiCo é uma das maiores empresas de alimentos e bebidas do mundo e o Brasil é um dos mercados que mais crescem na companhia. O crescimento acelerado pode ser tanto uma bênção quanto um desafio e, no Brasil, por conta disso, precisamos investir em infra-estrutura e logística, bem como a retenção de talentos e produtividade. Esses itens são fundamentais para a execução de grandes projetos, como a Copa do Mundo e as Olimpíadas, mas ainda mais importantes para o crescimento sustentável a longo prazo de empresas como a PepsiCo. Os investimentos que fizermos neste momento trarão reflexos positivos também a longo prazo.

For which reasons is your company a partner of the 2013 Women's Forum Brazil?

PepsiCo believes in building a second-to-none team culture in order to achieve success. We believe each individual, with their own characteristics and background, adds to and brings strength to the business. Women at PepsiCo, including CEO Indra K. Nooyi, have a growing role and are responsible for a large variety of high-pressure jobs. But we need to continue our efforts to mentor, coach and recruit more women into our leadership. Thus, we are proud to support and encourage discussion forums about new ideas and initiatives – such as the Women's Forum – that help our female leaders achieve their highest potential.

What is your company doing differently to retain female talent?

At PepsiCo, we are putting our resources behind a global commitment to increase the number of women executives at our company. Here in Brazil, nearly 40% of our leadership is comprised of strong female leaders. PepsiCo aims to find professional growth opportunities for women at all levels of the organization that take their needs into consideration, to help their growth and advance. These initiatives range from programs like Doce Começo, which offers specialized care during and after pregnancy; flexible working hours with the Flex Work program; and ROKET, a program designed to help retain key talent by developing personalized benefits based on each individual's priorities.

The 2014 FIFA World Cup and the Rio 2016 Olympic Games will put the spotlight on Brazil; What are the main challenges for the country in this period?

PepsiCo is one of the largest food and beverage companies in the world, and Brazil is one of the fastest growing and most vibrant markets for the corporation. Rapid growth can be both a blessing and a challenge, and for Brazil, we must push for investments in infrastructure and logistics, as well as talent retention and productivity. These are fundamental in the execution of large projects, such as World Cup and the Olympics, but more importantly for the long term, sustainable growth of companies like PepsiCo. The investments we make in this moment will bring benefits for the long term.



WOMEN'S RIGHTS: AN ESSENTIAL COOPERATION FOR US TO MAKE A DIFFERENCE

Moderator:

Juliette Hollier Larousse, Regional Director for Latin America, Agence France Presse

Keynote speaker:

Jaqueline Pitanguy, Founder and Director of Citizenship, Studying, Research, Information and Action (CEPIA), and former President of the National Women's Rights Council

HIGHLIGHTS

Talking about human rights means getting into politics. It is a negotiation, because rights are won and nothing is permanently assured. Women have played a key role in this struggle. In Brazil, the watershed was the 1988 Constitution, which ended the idea of men as the head of the family. Prior to that, women were second-class members of their households. Another landmark was the election of Dilma Rousseff as President of the country. Irrespective of political positions, this has had a pedagogical impact in showing that women are equal.

Over history, women have been deprived of their full rights as human beings. They have endured discrimination, abuse and violence both in times of war and in everyday life. Through civil action, the concept of human rights has been expanded in recent years and today spans issues like the environment, domestic violence, race, gender, reproduction and sexuality. Women have played a decisive role, thanks in great part to their delayed citizenship. In Brazil, they only achieved the right to vote in 1932, but have always led the defense of oppressed minorities. Despite the achievements of the last century, among them the ground-breaking international Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), more is still needed. In Brazil, the Chamber of Deputies has approved the Fetus Statute, which creates compensation for rape victims.

"The last century was one of human rights, from the Universal Declaration of 1948 to the main international treaties and conventions - chiefly CEDAW, which is the Convention on the Elimination of All Forms of Discrimination against Women."

Jacqueline Pitanguy





GETTING THE MOST FROM OUR INTERNATIONAL EXPOSURE

Moderator:

Juliette Hollier Larousse, Regional Director for Latin America, AFP

Speakers:

Tania Braga, Head of Sustainability and Legacy, Strategy Department, Rio 2016 Organising Committee

Fernando Cotrim, Procurement Director, Rio 2016 Organising Committee

Pat McCudden, Senior Vice President, Real Estate & Development, Hyatt Hotels Corporation

Anitha Soni, CEO, ASA Tourism Services Group

Luiza Helena Trajano, CEO, Magazine Luiza SA, and Vice-President of the Board of Directors, Rio 2016 Organising Committee

HIGHLIGHTS

Brazil is in the spotlight because of the 2014 FIFA World Cup and the 2016 Olympic Games. Doing the construction work sustainably requires thinking about which installations will be provisional, temporary and permanent. But the world is not sure whether Brazil will manage it properly. For the event organizers, the problem is a lack of communication — mainly to Brazilians. The people do not know what is happening and this creates an atmosphere of skepticism. However, both events will leave behind a great legacy for the Brazilian people, above all in transport infrastructure. Furthermore, Brazil will have the first Olympic training center in Latin America. The Paralympic games will change the country's standards in terms of accessibility. From an economic point of view, Brazil's media exposure will attract tourists who want to see and experience Brazil's beaches, forests and culture.

Brazil is going through the same trouble as South Africa when it hosted the 2010 FIFA World Cup. Local and international media have been speculating about Brazil's capacity to host the event and, two years later, the Olympic Games. The lack of communication on how the construction work is going has led to more rumors. A large part of the population does not know that the Olympics – involving the opening and closing ceremony, structure and security – are fully paid for by Brazilian and international sponsors.

The government is paying for transport infrastructure, a sector that was lacking prior to the announcement of Brazil as host. Other construction work is being done in partnership between the public and private sectors, and most of the funds – around 80% – is from private initiatives, which following the event will make use of the facilities. One example is the athletes' village: the construction company is fully financing it and after the event will sell the houses. The organizers of the Olympics have also hired a specialized company with experience in other Olympics to integrate the existing installations, of which there are 156 - 36 sporting and others in support areas, some temporary and others permanent.

This has been done to ensure that the resources are used in the most sustainable way possible. For example, instead of building a new equestrian center, it was decided to use one that already exists in the Deodoro area, a region that is driving new growth in Rio de Janeiro. The venue has a capacity for 1,500 people, but will need 14,000 seats. Conclusion: the structure will be upgraded and temporary seating will be used for the Olympics. Permanent options are only taken when there is a solid case for a post-event legacy. The aim is to avoid white elephants, ventures little used, and which are expensive to maintain.

The Olympics have involved several sectors of the economy: civil construction and tourism to name two. A lot of purchasing and hiring of services by the organizers will only happen in 2014 and 2015, but now companies and suppliers are being informed of future demand. The idea is for them to take advantage of the opportunity to grow, as low-interest funding is on offer for those who want to be part of the games. In terms of its contribution after the event, transport infrastructure is by far the area that will most benefit life in Rio de Janeiro.

“The World Cup was what drove the development of infrastructure in South Africa. We invested to make sure that the event produced the infrastructure we needed quickly, mainly in transport.”

Anitha Soni

“We don’t want a company that comes here and brings in all the technology but does not understand Brazilian culture.”

Fernando Cotrim

“Over a third of our installations will be temporary and are being planned to be reused. 80% of the material in the handball arena will be turned into 70% of the material used in building four schools.”

Tania Braga

“Brazil needs to step back and recognize that it needs to look at its system and find a way to be more attractive to companies such as Hyatt to invest in infrastructure to change its accommodation deficit.”

Pat McCudden

“The Olympics will leave a transport legacy. By the end of 2015, Rio will have a great subway and bus infrastructure and will have Latin America’s first Olympic training center.”

Luiza Helena Trajano





Francois Dossa
President
Nissan do Brazil



Olivier Murguet
President
Renault do Brazil

Por que a sua empresa está participando do Women's Forum Brazil 2013? (Olivier Murguet)

A Aliança Renault-Nissan é parceira estratégica do Women's Forum Brazil pelo segundo ano. Isso reflete não apenas nosso compromisso com o País, mas também a determinação de promover a diversidade em todo o Grupo. Para nós, diversidade não é apenas uma responsabilidade social, mas uma das forças de nosso negócio principal.

Estamos felizes por estarmos presentes em um dos mais importantes fóruns latino-americanos dedicado à discussão do papel da mulher nas questões políticas, econômicas e sociais.

No Brasil, Renault e Nissan têm o objetivo de produzir 580.000 veículos anuais a partir de 2015, além de aumentar a participação de mercado para 13% até 2016.

Como sua empresa retém os talentos femininos? (Olivier Murguet & Francois Dossa)

Renault e Nissan definiram metas específicas de contratação e retenção de mulheres.

Na Renault, o número de colaboradoras cresceu em 11 das 16 diretorias da companhia. As mulheres ocupam 10% do total de postos de trabalho e 10% dos cargos de chefia da Renault no Brasil. Além de garantir remuneração igualitária para homens e mulheres que compõem seu quadro funcional, a Renault promove atividades específicas para esse público, como test drives e visitas técnicas ao Salão do Automóvel para que conheçam melhor o mercado em que a Renault atua.

Na Nissan, o número de gestoras praticamente triplicou no último ano e, atualmente, as mulheres ocupam quase 20% do total de cargos executivos.

Quais são seus planos para os Jogos Olímpicos de 2016 no Rio de Janeiro? (Francois Dossa)

A Nissan é o patrocinador oficial dos Jogos Olímpicos e Paralímpicos Rio2016™ na categoria automóveis e fornecerá uma frota de 4.500 carros para transportar atletas, membros dos comitês organizadores, imprensa e convidados. A frota também incluirá veículos elétricos.

Este patrocínio se adapta naturalmente à estratégia da Nissan, pois já temos uma forte presença no Rio de Janeiro. Em 2014, vamos inaugurar uma fábrica de classe mundial em Resende, por isso, queremos contribuir plenamente para que os Jogos Olímpicos e Paralímpicos Rio2016™ seja um evento que ajude a promover a cidade, o estado e o país em todo o mundo.

Why is your company participating in the Women's Forum Brazil 2013? (Olivier Murguet)

The Renault-Nissan Alliance is a strategic partner of Women's Forum Brazil for the second year, reflecting not just our ties with the country but also our own determined promotion of diversity within our business. We believe diversity is not only a social responsibility, but a core business strength.

We are delighted to return to the Sao Paulo conference, one of the leading Latin American forums looking at major political, economic and social issues from the perspective of women.

Already major employers in Brazil, Renault and Nissan aim to build 580,000 vehicles together in the country annually from 2015 and to boost our combined market share to 13 percent by 2016.

How is your company retaining female talents? (Olivier Murguet & Francois Dossa)

Both Renault and Nissan have set up specific targets for hiring and retaining women.

At Renault Brazil, the number of female employees has increased in 11 out of the company's 16 areas. Women make up 10% of Renault Brazil's workforce as well as 10% of its managers.

In addition to ensuring equal pay for men and women, Renault Brazil also organizes exclusive activities for female employees, like test-drives and visits to the annual Sao Paulo Auto Show for women, to help them better understand the industry.

At Nissan Brazil, the number of female managers has almost tripled in the last year. Women now represent nearly 20% of its managers in Brazil.

Tell us your plans for the Rio 2016 Olympic Games (Francois Dossa)

Nissan is the main automotive sponsor of the Rio 2016 Olympic Games and will provide a fleet of 4,500 cars to transport athletes, Olympics officials, the media and other guests. The fleet will also include electric vehicles.

The games are a natural fit for Nissan as we already have a very strong presence in Rio. In 2014, we will be opening a world-class manufacturing plant in Resende. We look forward to contributing towards making the 2016 Games a world-class event for the city, state and country.



LUNCH
Hosted by Renault-
Nissan Alliance

Moderator:
Marli Olmos
 Special Reporter, Valor

Speaker:
Carlos Ghosn
 President and CEO,
 Renault-Nissan Alliance

HIGHLIGHTS

As head of Renault-Nissan Alliance, Carlos Ghosn said women's participation in companies in Brazil is still low: 10% at Nissan and 16% at Renault. However, a new Nissan plant is being built in Resende, in Rio de Janeiro state, and it will have quotas for women, who will make up 20% of the management. The controversial choice of quotas was based on studies that show that women decide more than half of car purchases. Having more women at Renault-Nissan Alliance is a question of product marketing efficiency, because women look at cars differently from men.

ABOUT CARS IN SÃO PAULO

The average speed of traffic in São Paulo is 22 km/h in the morning and 18 km/h in the afternoon: Carlos Ghosn agrees this is a sustainability problem. In China today there are 50 cars for every 1,000 people. In Portugal, there are 500 cars for every 1,000 people, and the Chinese will catch up with Portugal. The first thing people want to buy when they start to earn money is a car. But the excess of vehicles causes congestion and mobility problems not to mention the problem of air pollution. In China, the government sometimes has to prevent the use of cars because of the air pollution. "The solution in the face of climate change is electric cars," says Ghosn.

ABOUT JAPAN

Having more women at Renault-Nissan Alliance is a fact-based decision, not culture-based. There are countries, such as Japan, where women's presence in management positions is tiny, at just 2%. The reason lies in the conservative nature of Japanese society and it requires patience to change it. For Carlos Ghosn, the situation is delicate because he is a foreigner in Japan. This makes the Japanese see him as a foreigner who wants to adopt foreign practices. "We began with less than 2% and our target is, gradually, to reach 8%," he says.

"There is a saying that goes 'If you can't measure it, you can't do it' which is why we have adopted quotas for women. They will make up 20% of the management at the plant in Resende, in Rio de Janeiro state."

Carlos Ghosn



South African Delegation

In partnership with



For the first time, the Women's Forum Brazil is hosting a foreign delegation and focusing on bi-lateral issues. A group of 10 women leaders from South Africa, mostly working in business and finance, are in Brazil to enhance and create new bonds across the Atlantic between two BRICS countries with a great deal in common. The South African Delegation is presented in partnership with Standard Bank, a leading bank in southern Africa, with a significant footprint in Brazil and strong interest in diversity issues.

A dedicated session of insight and storytelling evokes the challenges that South African and Brazilian women have overcome to reach leadership positions. Gender has not been the only complex factor in their personal trajectories; race, in many countries, has been an additional hurdle. Together they discuss what is being done today in their companies and in society to eliminate the obstacles to personal choice and success.

Pela primeira vez, Women's Forum Brazil vai receber uma delegação estrangeira e se concentrar em questões bilaterais. Um grupo de 10 mulheres líderes de África do Sul, trabalhando principalmente em negócios e finanças, vai viajar para o Brasil para melhorar e criar novos laços através do Atlântico, entre os dois países dos BRICS com muita coisa em comum.

A Delegação Sul-Africana será apresentada em parceria com o Standard Bank, um banco líder no sul da África, com uma presença significativa no Brasil e forte interesse em questões de diversidade.

A sessão exclusiva de insights e histórias vai evocar os desafios que as mulheres sul-africanas e brasileiras superaram para alcançar posições de liderança. Sexo não foi o único fator complexo em suas trajetórias pessoais, raça, em muitos países, é outro obstáculo adicional. Juntos, elas irão discutir o que está sendo feito hoje em suas empresas e na sociedade para eliminar os obstáculos para suas escolhas e sucesso pessoais.

Members of the South African Delegation include / *Membros da Delegação Sul-Africana incluem /*



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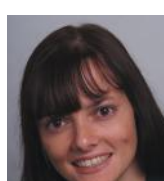
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Women's Forum Brazil Photo Studio hosted by AVON

the company for women



Throughout the Forum, a photo studio specially presented by AVON gave the delegates the unique opportunity of having portrait pictures signed by professional photographer Karime Xavier.



LEARNING TO BE COMPETITIVE IN A GLOBALLY WINNING WAY

Moderator:

Beth Brooke, Global Vice-Chair, Public Policy, Ernst & Young

Speakers:

Joanna Barsh, Leader, Packaged Consumer Goods and Organizational Practices, McKinsey & Co.

Marilia Rocca, Vice-President, TOTVS, Partner, Mãe Terra Produtos Naturais e Orgânicos, and Founder and former CEO, Endeavor Brasil

Renato Steinberg, Fashion.me

Diego Valenzuela, Founder and CEO, GOA Projects & Investments, and Jury Member, Cartier Women's Initiative Awards

Leila Velez, CEO, Beleza Natural, and Women's Forum Rising Talent Alumnus

HIGHLIGHTS

Women's entrepreneurial and leadership skills were discussed in this session, which brought out some interesting data. A survey by Ernst & Young indicates that women are faster than men when starting a business. At the same time, after a certain period they tend to stagnate. One of the reasons put forward is the fact that they have little support at home. Often they choose to keep a business small and so maintain a certain peace in the family. The lack of networking among women was also highlighted. While men have cigar clubs and soccer, women prefer to go home to be with their family — but as a result, women feel they lack mentors, models and references to run the business. In Brazil, women have access to the same resources as men. The problem is that society is still chauvinistic and the heavy workload at home prevents them from going further.

One of the reasons women become entrepreneurs and set up their own businesses is their desire to control everything. This characteristic also explains why many ventures stagnate. Women want to monitor every detail, and often prevent the business from growing. Businesswoman Leila Velez is in this deadlock. Owner of a successful beauty business, she wants to expand into other locations and countries, but is concerned about how to do so without losing the quality of service that has gotten her this far.

In this context, the advice from Diego Valenzuela is to be cautious. According to the investor, you have to be very solid in your core market before expanding. Another point entrepreneurs must consider is the concept of letting business happen. This is important when expanding, because you will have to adapt to other cultures without losing the company's essence. In the area of international expansion, in the case of products, one recommendation is to partner with a distributor who knows the sector well.

"I don't think about men and women when I am in networking environment. If there are women it will be better for us. They have a different mindset and different perspective that we don't have"

Renato Steinberg

"We have to set examples as wives and husbands that share the load at home. If you share the load at home, you will have more chances as an entrepreneur or executive to go further"

Marilia Rocca

According to the Endeavor Institute, in Brazil only 10% of entrepreneurs are women. This is directly related to the lack of support they get from men at home and the female tendency to want everything to be perfect. Women want to run the company, to have a beautiful home, to have wonderful food on the table and perfect kids. According to Joanna Barsh, women are held back by fear, as it is impossible to be everywhere all the time.

In Brazil today there are few examples of women who run global companies. This is not about ability but a choice to run a smaller company to maintain the family's well-being. It is a great dilemma both for the women who abdicate professional growth because of the family and for those who opt for the opposite path. In the latter case, years later many women may regret having spent so little time with young children, for example. More discussion is needed about the need for public policy to create conditions for women to balance professional growth with family life. One of the examples offered was the policy in Scandinavian countries which gives more than a year of maternity leave, to be shared between husband and wife.

“Women often try for perfection. It means that you need to control everything, and if you do that you will never grow, because life is imperfect”

Joanna Barsh

“I want to make sure I am doing the things in the best possible way — and it is a challenge. I want to grow, but at the same time I don't want to grow in a way that would lose the essence that made my company successful: the quality, the services, the concern for employees, and especially for the clients”

Leila Velez

“In our investment fund, it is very clear in our mind that women entrepreneurs are much better at building a team and working in a team”

Diego Valenzuela





IT WILL COME SOON: MORE WOMEN ON BOARDS AND IN EXECUTIVE POSITIONS

Moderator:

Paula Mageste, Editorial Director, Cláudia magazine

Speakers:

Danisa Baloyi, Executive Director of the South African National Black Business Caucus, and a member of the US/SA and Danish/SA Business Development Councils.
Denise Damiani, Partner, Bain & Company, São Paulo

Béatrice Fasquel Padovese, Executive Board Member and Culinary Business Manager, Nestlé Brasil

Sandra Guerra, Co-Founder and President, Brazilian Institute of Corporate Leadership

HIGHLIGHTS

There is a general consensus that companies cannot grow without women: they represent the majority of talent and complement businesses.

In South Africa the government took a leadership role to move forward, creating policies for the inclusion of women. Today they represent 17% of members of listed company boards.

Policies to increase women's participation in recruitment and selection can bring about change.

Initiatives can increase the number of women in the institutional field - for example, diversity policies focused on women.

Investment is needed in policies for women to balance their personal and professional lives.

We have to create networks for career advancement; recommending other women is important.

We have to shift from mentoring to sponsoring.

Measurements have to be made and targets set to increase the number of women in leadership positions.

We have to look at the reality faced by companies which may not have the database to fill quotas for women.

Is it getting easier for women to rise to senior management positions - is the environment becoming more favorable?

Béatrice: I do not think so, though we have made a lot of progress. There is a general consensus that we cannot grow without women. They form the majority of talent and complement businesses.

Danisa: In South Africa it was different because of the history of apartheid. There were few women in executive and management positions and post-apartheid the government created policies for SMEs to change the business landscape. The government took on a leadership position to make progress. Today women make up 17% of listed company directors.

Béatrice: Policies to increase women's participation in recruitment and selection by at least 50% may bring about change.

Sandra: Several initiatives can be used at an institutional level. For example, a diversity policy that includes gender, or initiatives to prepare women to sit on boards. In the institutional field, positive actions could include giving awards to companies that promote gender diversity, and establishing indicators to measure the number of women in executive positions.

Workplace issues go beyond the provision of child care. What do you think we have to change?

Sandra: We have to create networks for career progression. When women are put in a position of leadership, it is important they recommend other women. Having other women in power also encourages us.

Denise: We have to shift from mentoring to sponsoring.

Sandra: Academic studies that say we have to recognize what women bring to business. If there are women on boards, they make different decisions. Teams with women perform better, and are more cohesive in decision-making. Women bring more discipline to boards. Women make decisions more carefully. We must recognize the benefits we bring to the business by allowing companies to create greater value.

What about the controversial issue of quotas?

Denise: We have to measure it. Target-setting is important. The issue of diversity is already in place. We have to get the numbers. We have a target. We have to set up quotas for a while – not forever – with clear rules, with numbers that must be achieved.

Sandra: The IBGC is not in favor of quotas. We have to look at the reality faced by companies. Companies may not have the database to meet the quotas. We might create a second class of board members. Our recommendation is to follow a virtuous and sustainable path.

Danisa: I don't want to talk about quotas, because first we have to look at the sectors that need more women overall. Men and women come from the same schools, so what makes them different? This is what happened in the past. When women accountants have the same opportunities as male accountants, they perform the same.

Key facts

- More women on boards offer different attitudes.
- We must recognize the benefits women offer businesses by allowing companies to create greater value.
- Policies to increase women's participation in recruitment and selection by at least 50% could bring about change. We have developed mentoring to support women's career development to occupy key positions, and we need women who are prepared so that they can get to this stage.
- Several initiatives could be used at an institutional level. For example, including gender in diversity policies.
- If policies such as six months maternity leave and flexible hours are not implemented, we may run the risk of losing female talent. These policies help retain women.

"If there are women on boards, they make different decisions. Teams with women perform better and are more cohesive in decision-making. Women bring more discipline to boards. The team's intelligence improves, because people are treated better."

Sandra Guerra

"The issue of diversity is already in place. We have to get the numbers. We have to have a target for the next generation. Quotas have to be provisional - not forever - with clear rules, with numbers that must be achieved."

Denise Damiani

"I believe that there are no areas that cannot have women. There might have to be quotas or incentives for women to study in careers dominated by men."

Béatrice Fasquel Padovese

"I don't want to talk about quotas, because first we have to look at the sectors that need more women overall. Men and women come from the same schools, so what makes them different? This is what happened in the past. When women accountants have the same opportunities as male accountants, they perform the same."

Danisa Baloyi





KEYNOTE SPEECH

Speaker:

Marcia Barbosa, Professor, Instituto de Física da UFRGS

When Marcia Barbosa, a well-known university researcher and professor, arrived at the Women's Forum Brazil, she was "astonished", she said – there were so many women. In science, and specifically physics, she is very often the only one. The very small number of women in physics is a major problem, not just for women (who, consciously or unconsciously, are restricted in their choices) but also for the future of science and our societies. The energy crisis, global warming, conservation, nuclear power – all these are topics that badly need the talent of 50% of the population: women and girls. "Physics controls the technology in your handbags, the semi conductors in your phone," Marcia said. "Women need to understand these subjects, and if we want to develop our country and have a stable world, we need to change the attitude that it's bad to be a woman scientist because you'll look like a nerd".

It's not true that girls are not interested in math and science, Marcia observed. Until the age of 10, 50% of the participants in Brazil's Math Olympics are girls. But after 10 that figure drops sharply, she said – "and I don't think it's estrogen". Marcia did a survey of some 11 year-old girls to understand their image of women physicists. The answers? Single, with no children, someone who doesn't wear makeup and doesn't know how to dance. And what those girls wanted was to be married, with children, dancing, doing post-graduate studies... but physics? Definitely not.

Punishing stereotypes are combined with a lack of inspiring role models. When Marcia was starting out, older women scientists advised her, "Become kind of transparent. If the others don't notice you're a woman maybe they'll treat you as one of them. So don't wear cute outfits."

Striding across the stage in a miniskirt, Marcia definitely did not disappear.

*Physics controls the technology
in your handbags, the semi conductors
in your phone*



Women's Forum Brazil 2013
Making a difference
17-18 June, Grand Hyatt, São Paulo

Monday, 17 June

Please note: All plenary sessions and some workshops will be staged in simultaneous Portuguese/English translation. Smaller workshops will be held in Portuguese only.

13:00 Registration opens

Interact sessions

Small workshops and interactive roundtables of practical interest for participants. Some of these sessions require sign-up in advance as places are limited; others are by invitation only.

14:00-16:30, Chromium room

Towards men CEOs leading for women's corporate advancement

CEO Champions side meeting hosted by Ernst & Young and Sodexo, in partnership with the Women's Forum with the support of McKinsey & Company (by invitation only)

Speakers:

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

Beth Brooke, Global Vice-Chair, Public Policy, Ernst & Young

Sergio Romani, Assurance Managing Partner, Ernst & Young Brazil

Juan Pablo Urruticoechea, Executive President, SodexoPuras Brasil, Sodexo

14:45-16:30, Palm Ballroom

The baby factor

Combining a career and children: how can women with children be taken seriously, how can they manage two such major commitments, what should organizations start doing differently to retain this talent? What about men: isn't the baby factor also of concern to them (or it should be)?

Moderator:

Sonia Bridi, Senior Correspondent, TV Globo

Speakers:

Marina Gil Caruso, Deputy Editor, Marie Claire Brazil
Sonia Regina Hess de Souza, President and CEO, Dudalina, and Jury Member, Cartier Women's Initiative Awards

Ana Luiza Masagão Menezes, Director of Marketing, Grand Hyatt São Paulo

Sylvio Rocha, Partner, CanalAzul, and former Head HSBC Securities Services Latin America

Rachel Schettino, Co-founder and Director of Sales, Rede, Asta

14:00-16:30, Zirconium room

Finding the inspiration to make a difference

If you would like a moment of reflection and dialogue on making a difference, this workshop is for you. Using methods of Appreciative Inquiry, participants will first discuss how they have made a difference for themselves, their families, and at work, then co-imagine what they can and should do next. The process is intended to stimulate and inspire our visions for positive change.

Facilitator:

Nádia Rebouças, Founder, Rebouças & Associados

14:45-16:30, Argentum room

Leadership for tomorrow

Hosted by Bain & Company

A presentation of the 2013 Women's Forum Brazil Rising Talents. And a dialogue between up-and-coming and more senior leaders on the opportunities and challenges they face and how they can help one another.

Moderator:

Sandra Boccia, Editorial Director, Pequenas Empresas & Grandes Negócios

Host welcome:

Denise Damiani, Partner, Bain & Company, São Paulo

Speakers:

Alessandra França, Founder and President, Banco Perola Microcrédito, and 2013 Rising Talent

Anne Lauvergeon, President, Innovation 2030 Commission and former CEO, Areva

Alyse Nelson, President and CEO, Vital Voices Global Partnership, and Women's Forum Rising Talent Alumnus

Luisa Ribeiro, CEO, Papaya Ventures, and 2013 Rising Talent

Mariana Tolovi, Regional Strategic Marketing Director, Ethicon Surgical Care, Johnson & Johnson Company

Monday, 17 June

14:45-16:30, Iridium room

Training session for Board candidates

A workshop to help those aspiring to serve on corporate or non-profit boards to better understand processes of board selection, how to prepare yourself, and how to advance your candidacy.

Session leader:

Ana Paula Chagas, Partner, 2Get Executive Search, Co-President, WCD - Women Corporate Directors São Paulo Chapter, and Co-Chair, WCD South America

16:30-17:00 Networking break

17:00-19:30, Palm Ballroom

Raising the game on our social and environmental investments

We officially launch the 2013 Women's Forum Brazil with an important dialogue: how can we raise the game on our social and environmental investments through drawing on the new partnerships and innovative approaches being developed in Brazil and abroad?

Keynote speakers:

Izabella Teixeira, Minister of Environment of Brazil
Albina Ruiz, Founder and President, Ciudad Saludable

Moderator:

Shasta Darlington, Brazil Correspondent, CNN

Speakers:

Jorge Abrahão, President, Instituto Ethos
Celina Borges Torrealba Carpi, Member of the Board of Directors, Grupo Libra
Ann MacDougall, Fellow, Harvard Advanced Leadership Initiative, and former COO, Acumen Fund
Véronique Morali, Founder and CEO, Terrafemina.com, Vice-Chairman, Fitch Group, and President, Fimalac Development and the Women's Forum for the Economy & Society

19:30-20:00, Grand Ballroom

Pre-dinner cocktail

20:00-22:00, Grand Ballroom

Opening dinner: How are you going to make a difference for women?

Hosted by PepsiCo Inc.

Speakers:

Andrea Alvares, General Manager, Salty Snacks Business Unit, PepsiCo Brazil
Franklin Feder, Regional CEO, Latin American & Caribbean, Alcoa Inc.

Tuesday, 18 June

Interact sessions

(with breakfast available; some sessions will require sign-up)

08:45-10:30, Zirconium room

Commercial corruption: Why it can no longer be ignored, practical steps for prevention

Why prevention is moving so rapidly up the corporate agenda, and what are the basics for compliance officers and others who are centrally concerned to initiate anti-corruption programs in their organizations.

Session leader:

Isabel Franco, Senior Partner, KLA-Koury Lopes Advogados

Speaker:

Fernando Alves, Territorial Senior Partner (CEO), PricewaterhouseCoopers Brazil

Thais Carloni, Legal Director for Dow Brazil and Latin America North Region

Josie Jardim, Associate General Counsel, Amazon.com Brazil

08:45-10:30, Iridium room

Rethinking our health*Hosted by Sanofi*

Women are losing their gender advantage and becoming men in health terms. How can we manage to live differently and more healthily despite the stress?

Moderator:

Lucia Helena De Oliveira, Editorial Director, Saúde

Host welcome:

Laure Thibaud, Senior Vice-President, Corporate Communications, Sanofi

Speakers:

José Bento, Founder, Clínica Dr José Bento

Rafael Moliterno Neto, CEO, Seguros Unimed

Dalva Poyares, Research Professor, Sleep Institute, AFIP, and Affiliated Professor, Department of Psychology, Federal University of São Paulo

08:45-10:30, Palm Ballroom

Keeping the spark

A session for senior managers to discuss with peers and junior colleagues their most difficult and pressing issues of talent management. The session will be run in an agora format to enable sustained dialogue and exchanges on solutions.

Session leader:

Vicky Bloch, Founder and CEO, Vicky Bloch Associados

Speakers:

Luiz Carlos de Queiróz Cabrera, Professor, FGV-EAESP, and Partner, Amrop Panelli Motta Cabrera

Brenda Fucuta, Director, Editoria Abril SA

Satya Menard, President, Central and South America Region, Sodexo

Ney Silva, Director of People Management, Natura SA

08:45-10:30, Argentum room

Inspiring women in business*Hosted by Standard Bank*

Business leaders from South Africa and Brazil share their stories of the challenges they have had to face and overcome as women in diverse and rapidly changing environments, the roles their organizations play in developing women's leadership, and how they are personally lifting others as they rise.

Moderator:

Andrea Menezes, Country Head Brazil, Standard Bank

Speakers:

Alessandra Ginante, HR Vice-Presidente, Avon Cosméticos Ltda

Faith Khanyile, Head, Corporate Banking South Africa, Standard Bank

Louisa Mojela, Group CEO, Women Investment Portfolio Holdings

Judi Nwokedi, CEO, Nwokedi Consulting PTY LTD and former Senior Vice-President, Areva South Africa

Vanessa Vilela, CEO, Kapeh

10:30-11:00 Networking break

Tuesday, 18 June

11:00-11:30, Palm Ballroom

Women's rights: An essential cooperation for us to make a difference

Moderator:

Juliette Hollier Larousse, Regional Director for Latin America, AFP

Keynote speaker:

Jacqueline Pitanguy, Founder and Director of Cidadania, Estudo, Pesquisa, Informação e Ação (CEPIA), and former President of the National Council for Women's Rights

11:35-12:45, Palm Ballroom

Getting the most from our international exposure

The World Cup and the Olympics will bring intense scrutiny to Brazil. What must the government and other actors do to ensure that there are sustainable benefits from the investments being made?

Moderator:

Juliette Hollier Larousse, Regional Director for Latin America, AFP

Speakers:

Tania Braga, Head of Sustainability and Legacy, Strategy Department, Rio 2016 Organising Committee

Fernando Cotrim, Procurement Director, Rio 2016 Organising Committee

Pat McCudden, Senior Vice President, Real Estate & Development, Hyatt Hotels Corporation

Anitha Soni, CEO, ASA Tourism Services Group

Luiza Helena Trajano, CEO, Magazine Luiza SA, and Vice-President of the Board of Directors, Rio 2016 Organising Committee

12:45-14:15, Grand Ballroom

Lunch

Hosted by the Renault-Nissan Alliance

Moderator:

Marli Olmos, Senior Correspondent, Valor Econômico

Keynote speaker:

Carlos Ghosn, Chairman and CEO, Renault-Nissan Alliance

14:30-15:45, Palm Ballroom

Learning to be competitive in a globally winning way

Insights on business leadership from those who support high-growth entrepreneurs, in conversation with CEOs now expanding their businesses beyond national borders.

Moderator:

Beth Brooke, Global Vice-Chair, Public Policy, Ernst & Young

Speakers:

Joanna Barsh, Leader, Consumer Packaged Goods and Organization Practices, McKinsey & Co.

Marilia Rocca, Vice President, TOVTS, and Founder and former CEO, Endeavor Brazil

Renato Steinberg, Founder, Fashion.me

Diego Valenzuela, Founder & CEO, GOA Projects & Investments, and Jury Member, Cartier Women's Initiative Awards

Leila Velez, CEO, Beleza Natural, and Women's Forum Rising Talent Alumnus

15:45-16:15 Networking break

Tuesday, 18 June

16:15-17:30, Palm Ballroom**It will come soon: More women on boards and in executive positions**

Why the pressure is mounting in Brazil for more women in senior board and executive positions – and a strategic dialogue with executives from abroad on how to best prepare for this change.

Moderator:

Paula Mageste, Editorial Director, Claudia Magazine

Speakers:

Denise Damiani, Partner, Bain & Company, São Paulo

Sandra Guerra, Co-Founder and Chairman, the Brazilian Institute for Corporate Governance

Béatrice Fasquel Padovese, Member of the Executive Board and Culinary Business Manager, Nestlé Brazil

Anne-Gabrielle Heilbronner, SVP General Secretary, Publicis Groupe

17:30-18:15, Palm Ballroom**Closing keynote and Forum thanks**

Keynote speaker:

Marcia Barbosa, Professor, Instituto de Física da UFRGS

Speakers:

Panmela Castro, Graffiti Artist and President, Nami Rede Feminista de Arte Urbana, and 2013 Rising Talent

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

Eliana Tameirão, General Manager, Genzyme do Brazil

18:15-19:45**Closing cocktail**

Hosted by Sanofi

- **Jorge Abrahão**, President, Instituto Ethos
- **Andrea Alvares**, General Manager, Salty Snacks Business Unit, PepsiCo Brazil
- **Fernando Alves**, Territorial Senior Partner (CEO), PricewaterhouseCoopers Brazil
- **Manuela Artigas**, Partner, McKinsey & Company (São Paulo)
- **Danisa Baloyi**, Executive Chairman, Black Business Council
- **Marcia Barbosa**, Professor, Instituto de Física da UFRGS
- **Joanna Barsh**, Leader, Consumer Packaged Goods and Organization Practices, McKinsey & Co.
- **José Bento**, Founder, Clínica Dr José Bento
- **Vicky Bloch**, Founder and CEO, Vicky Bloch Associados
- **Sandra Boccia**, Editorial Director, Pequenas Empresas & Grandes Negócios
- **Tania Braga**, Head of Sustainability and Legacy, Strategy Department, Rio 2016 Organising Committee
- **Beth Brooke**, Global Vice-Chair, Public Policy, Ernst & Young
- **Luiz Carlos de Queiróz Cabrera**, Professor, FGV-EAESP, and Partner, Amrop Panelli Motta Cabrera
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- **Pamela Castro**, Graffiti Artist and President, Nami Rede Feminista de Arte Urbana, and 2013 Rising Talent
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- **Brenda Fucuta**, former Director, Editoria Abril SA
- **Carlos Ghosn**, Chairman and CEO, Renault-Nissan Alliance
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- **Juliette Hollier Larousse**, Regional Director for Latin America, AFP
- **Josie Jardim**, Associate General Counsel, Amazon.com Brazil
- **Faith Khanyile**, Head, Corporate Banking South Africa, Standard Bank
- **Anne Lauvergeon**, President, Innovation 2030 Commission, and former CEO, AREVA
- **Michelle Loreto de Araújo Pinto**, Journalist, TV Globo

SPEAKERS

- **Ann MacDougall**, Fellow, Harvard Advanced Leadership Initiative, and former COO, Acumen Fund
- **Paula Mageste**, Editorial Director, Claudia Magazine
- **Ana Luiza Masagão Menezes**, Director of Marketing, Grand Hyatt São Paulo
- **Pat McCudden**, Senior Vice President, Real Estate & Development, Hyatt Hotels Corporation
- **Satya Menard**, President, Central and South America Region, Sodexo
- **Andrea Menezes**, Country Head Brazil, Standard Bank
- **Louisa Mojela**, Group CEO, Women Investment Portfolio Holdings
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- **Véronique Morali**, Founder and CEO, Terrafemina.com, Vice-Chairman, Fitch Group, and President, Fimalac Development and the Women's Forum for the Economy & Society
- **Adriana Moreira**, Senior Environmental Specialist, World Bank
- **Alyse Nelson**, President and CEO, Vital Voices Global Partnership, and Women's Forum Rising Talent Alumnus
- **Judi Nwokedi**, CEO, Nwokedi Consulting PTY LTD and former Senior Vice President, Areva South Africa
- **Marli Olmos**, Special Reporter, Valor Economico
- **Jacqueline Pitanguy**, Founder and Director of Cidadania, Estudo, Pesquisa, Informação e Ação (CEPIA), and former President of the National Council for Women's Rights
- **Dalva Poyares**, Research Professor, Sleep Institute, AFIP, and Affiliated Professor, Department of Psychobiology, Federal University of São Paulo
- **Nádia Rebouças**, Founder, Rebouças & Associados
- **Luisa Ribeiro**, CEO, Papaya Ventures, and 2013 Rising Talent
- **Marília Rocca**, Vice President, TOVTS, and Founder and former CEO, Endeavor Brazil
- **Sylvio Rocha**, Partner, CanalAzul, and former Head HSBC Securities Services Latin America
- **Sergio Romani**, Insurance Managing Partner, Ernst & Young Brazil
- **Albina Ruiz**, Founder and President, Ciudad Saludable
- **Rachel Schettino**, Co-founder and Director of Sales, Asta
- **Ney Silva**, Director of People Management, Natura SA
- **Anitha Soni**, CEO, ASA Tourism Services Group
- **Renato Steinberg**, Founder, Fashion.me
- **Eliana Tameirão**, General Manager, Genzyme do Brazil
- **Izabella Teixeira**, Minister of Environment of Brazil
- **Laure Thibaud**, Senior Vice President, Corporate Communications, Sanofi
- **Luiza Helena Trajano**, CEO, Magazine Luiza SA, and Vice-President of the Board of Directors, Rio 2016 Organising Committee
- **Juan Pablo Urruticoechea**, Executive President, Sodexo Puras Brazil
- **Diego Valenzuela**, Founder & CEO, GOA Projects & Investments, and Jury Member, Cartier Women's Initiative Awards
- **Leila Velez**, CEO, Beleza Natural, and Women's Forum Rising Talent Alumnus
- **Vanessa Vilela**, CEO, Kapeh



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A liderança, a sensibilidade, a força, a inteligência e a intuição. Já percebeu que são todas palavras femininas?

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O Banco do Brasil reconhece e valoriza o papel cada vez mais importante das mulheres no desenvolvimento da economia, da sociedade e de todo o nosso País.

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Bom pra todos

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Estudo realizado pela Offina Sophia, com base em pesquisa envolvendo amostra de 1405 consumidores distribuída pelo Brasil, segmentada por classes socioeconômicas.

O Banco do Brasil (BB) é a maior instituição financeira da América Latina, com mais de R\$ 1 trilhão de ativos, configurando-se como um conglomerado dinâmico e diversificado, que atua em vários segmentos tais como serviços bancários, serviços de investimento, gestão de recursos, seguros, meios de pagamentos, entre outros. No Brasil, é um dos principais agentes do desenvolvimento econômico e social, está presente em 5.425 municípios e mantém 5.362 agências.

Em dezembro de 2012, reunia em sua carteira mais de 58 milhões de clientes, pessoas físicas e jurídicas, aos quais coloca à disposição produtos, serviços e soluções inovadoras. Para assegurar a seus clientes comodidade e agilidade no atendimento, o Banco do Brasil disponibiliza uma rede própria de atendimento com 19.144 pontos, 44.393 terminais de autoatendimento próprios, além de outros 6.195 pontos de atendimento por meio da rede do Banco Postal.

O BB também conduz operações em 139 países, sendo que em 24 deles está presente fisicamente e, nos demais, atua por intermédio de 1.124 bancos correspondentes. Assim, está posicionado como o banco brasileiro com a maior rede própria de atendimento no exterior.

Banco do Brasil S.A. (BB) is Latin America's largest financial institution, with more than R\$ 1 trillion assets, being a dynamic and diversified conglomerate that operates in several segments such as banking services, investment services, asset management, insurance businesses, payment means and others. In Brazil, BB is one of the main agents for social and economic development, and is present in 5,425 municipalities, with 5,362 branches.

In December 2012, the Bank had over 58 million clients in its portfolio, consisting of companies and private individuals, to whom it provides products, services and innovative solutions. In order to ensure that the customers are provided with a flexible and rapid service, Banco do Brasil provides own service network of 19,144 service outlets and a further 44,393 of own automated teller machines, in addition to other 6,195 service outlets provided by the Banco Postal branches.

BB has operations in 139 countries, with a physical presence in 24 of these, while in the others it operates through 1,124 representative banks. Thus, it has the position of being the Brazilian bank with the largest service network abroad.



YOU'RE *more* THAN WELCOME

Hyatt Hotels and Resorts
www.hyatt.com



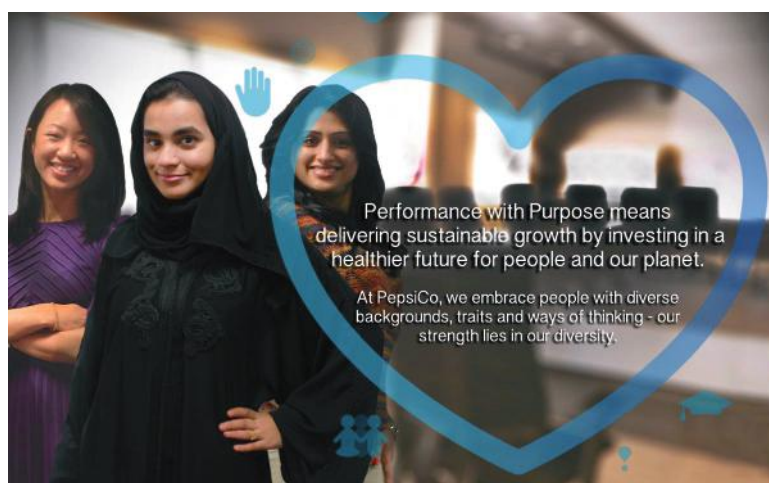
Os hóspedes do Hyatt desfrutam um serviço personalizado e acomodações luxuosas em todas as mais de 400 localidades em todo o mundo. Este padrão de excelência é ainda mais realçado por toques exclusivos, como a arquitetura e a cozinha que captam o espírito da cultura local, proporcionando uma experiência a um só tempo singular e que satisfaz todas as expectativas.

Hyatt Hotels Corporation, headquartered in Chicago, is a leading global hospitality company with a proud heritage of making guests feel more than welcome. Thousands of members of the Hyatt family strive to make a difference in the lives of the guests they encounter every day by providing authentic hospitality. The Company's subsidiaries manage, franchise, own and develop hotels and resorts under the **Hyatt**[®], **Park Hyatt**[®], **Andaz**[®], **Grand Hyatt**[®], **Hyatt Regency**[®], **Hyatt Place**[®] and **Hyatt House**[®] brand names and have locations on six continents. **Hyatt Residential Group, Inc.**, a **Hyatt Hotels Corporation** subsidiary, develops, operates, markets or licenses **Hyatt ResidencesTM** and **Hyatt Residence ClubTM**. As of March 31, 2013, the Company's worldwide portfolio consisted of 508 properties in 46 countries. For more information, please visit www.hyatt.com



PEPSICO

PepsiCo, Inc.
www.pepsico.com



A PepsiCo, Inc. é uma empresa global de alimentos e bebidas com um portfólio diversificado de produtos que inclui 22 marcas que geram cada uma mais de US\$ 1 bilhão em vendas anuais. Como uma companhia que atua em mais de 200 países, a diversidade e a inclusão nunca foram tão vitais para o nosso crescimento. Estamos dedicando esforços para alcançar o sucesso financeiro ao mesmo tempo em que deixamos uma marca positiva na sociedade, compromisso que chamamos de Performance com Propósito.

Dentro de Performance com Propósito, uma de nossas metas é aumentar o número de mulheres líderes na PepsiCo, Inc., através iniciativas em todo o mundo. Estamos especialmente orgulhosos do progresso que fizemos no Brasil, um mercado estratégico para o crescimento da empresa e, claro, queremos dividir essa conquista com as mulheres, parte importante desse sucesso.

O esforço global que a PepsiCo, Inc. vem dedicando para a diversidade e inclusão pode ser comprovado ainda, pelo nosso reconhecimento como uma das “Melhores Empresas Multinacionais do Mundo” pelo Great Place to Work Institute e como uma das “Melhores Empresas” pela revista Working Mother. É por resultados como esses que vamos continuar a firmar parcerias com conferências importantes para a economia e sociedade, como o Women’s Forum.

PepsiCo, Inc. is a global food and beverage company with a diverse product portfolio that includes 22 brands that each generate more than \$1 billion in annual retail sales. As a company doing business in more than 200 countries and territories, diversity and inclusion have never been more vital to our growth. We’re dedicated to achieving financial success while leaving a positive imprint on society - delivering what we call Performance with Purpose.

One of our Performance with Purpose goals is to increase the number of women leaders within PepsiCo, Inc. through recruiting and development initiatives around the world. We’re especially proud of the progress we’ve made in Brazil, a key growth market for the company, and celebrate the women leaders who have been an integral part of that success. PepsiCo, Inc.’s global effort towards diversity and inclusion is demonstrated by our recognition as one of the “World’s Best Multinational Workplaces” by the Great Place to Work Institute and as one of the “Best Companies” by Working Mother magazine. This is why we continue to partner with thought-provoking conferences such as the Women’s Forum for the Economy and Society.



Renault-Nissan Alliance

blog.alliance-renault-nissan.com



A Aliança Renault-Nissan é uma parceria estratégica entre a francesa Renault e a japonesa Nissan. Em 2012, as duas empresas comercializaram 8,1 milhões de carros em quase 200 países. As principais marcas do grupo são Renault, Nissan, Renault Samsung Motors, LADA, Dacia e Infiniti. Criada em 1999, a Aliança é a parceria entre empresas de culturas distintas mais duradoura da indústria automobilística. Também é a líder em transporte sustentável, vendendo mais veículos com emissão zero do que todas as outras montadoras juntas.

A Renault-Nissan promove a diversidade étnica e de gênero como responsabilidade social e força do seu negócio. Com locais de trabalho multiculturais, nos quais cada um tem oportunidades para desenvolver a carreira, assegura possibilidades aos talentos nas empresas do grupo, traduzindo-se em clara vantagem competitiva e um local fascinante para se trabalhar. Por meio de sua Declaração de Direitos Fundamentais, Diversidade e Igualização Profissional, e de programas de desenvolvimento de carreira para mulheres, a Aliança mantém-se totalmente comprometida com oportunidades iguais para homens e mulheres.

Para mais informações: blog.alliance-renault-nissan.com

The Renault-Nissan Alliance is a strategic partnership between Paris-based Renault and Yokohama-based Nissan. In 2012, the Alliance sold a record 8.1 million cars in nearly 200 countries. Its main brands include Renault, Nissan, Renault Samsung Motors, LADA, Dacia and Infiniti. Founded in 1999, the Alliance is the auto industry's longest-lasting cross-cultural partnership. It is also the leader in sustainable transportation and has sold more zero-emission vehicles than all other automakers combined.

The Renault-Nissan Alliance advocates ethnic and gender diversity as a social responsibility and as a core business strength. Having a multicultural workplace where everyone gets ample opportunities for career development ensures the biggest possible talent pool for the Alliance, which translates into a clear competitive advantage and a fascinating place to work. Through its Declaration of Employees Fundamental Rights, Diversity Charter, Agreement on Professional Equality and career development programs for women, the Alliance remains fully committed to equal opportunities for men and women.

Learn more about the Alliance at: blog.alliance-renault-nissan.com



Quem não conhece uma revendedora de produtos Avon? Ela é parte do cotidiano de mais de 100 países, levando a outras mulheres a possibilidade de se tornarem mais lindas, seguras e cheias de autoestima para buscarem seus projetos de vida. Também é uma mulher que com a revenda conquista autonomia financeira para realizar seu próprio sonho. A Avon, líder em venda direta de cosméticos no mundo, tem orgulho de contribuir para que ela conquiste seus objetivos. A cada ano, a empresa gera em torno de US\$ 4,5 milhões para as 6 milhões de revendedoras do mundo. Também disponibiliza aos consumidores mais de 1000 novos produtos desenvolvidos por 300 cientistas nos Estados Unidos. E, por meio da Avon Foundation for Women, já direcionou mais de US\$ 910 milhões para o combate ao câncer de mama e à violência doméstica. Por isso, apoiar um encontro de líderes de relevância como o Women's Forum é motivo de orgulho e fortalecimento da missão da empresa diante daquela que, há 127 anos, é a essência da Avon: a mulher.

Who does not know an Avon representative? She is part of everyday life in more than 100 countries, giving other women the possibility of becoming more beautiful, more secure and full of self-esteem for pursuing their life projects. She is also a woman who, through that activity, achieves financial autonomy for making her own dreams come true. Avon, the global leader in direct sales of cosmetics, is proud to help her reach her goals. Every year, the company generates around US\$ 4.5 million for its 6 million representatives worldwide. It also offers consumers over 1000 new products developed by 300 scientists in the United States. And, through the Avon Foundation for Women, the company has dedicated more than US\$ 910 million to combatting breast cancer and domestic violence. For all these reasons, supporting a meeting of leaders of relevance such as the Women's Forum is a source of pride and strength in the company's mission for those who, for 127 years, are the essence of Avon: women.



Bain & Company
www.bain.com

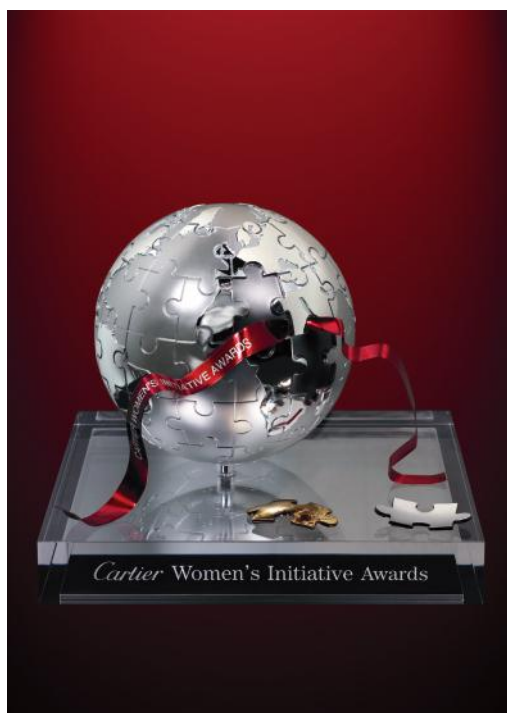


Bain & Company, é líder global em consultoria de negócios, orienta clientes em relação a estratégias, operações, tecnologia, private equity e fusões e aquisições. A Bain fornece aos clientes transparência nos processos de mudança e tomada de decisões. O desempenho dos clientes da Bain superou o mercado de ações em 4 para 1. Fundada em 1973, em Boston, a Bain conta com 49 escritórios em 31 países. Na Bain, a diversidade de gênero é uma prioridade estratégica em nossa missão. Trabalhamos incessantemente para que as mulheres na Bain tenham sucesso e evoluam em suas carreiras. Definimos critérios e metas para medir o sucesso e monitorar nosso progresso. Adotamos carreiras flexíveis para todos os funcionários. Somos líderes em nosso setor e desenvolvemos pesquisas sobre o tema para compartilhar as melhores práticas. Estamos orgulhosos de apoiar o Women's Forum há muitos anos.

Bain & Company is the management consulting firm that the world's business leaders come to when they want results. Bain advises clients on strategy, operations, technology, organization, private equity and mergers & acquisitions, developing practical insights that clients act on and transferring skills that make change stick. Bain clients have outperformed the stock market 4 to 1. Founded in 1973, Bain has 49 offices globally. At Bain, gender diversity is a strategic priority clearly articulated in our mission and backed by resources and direct CEO commitment. To attract and retain the best talent, we start by hiring top female performers. We work to ensure that women at Bain succeed in their careers. We set criteria and milestones to measure success and monitor our progress. We embrace flexible careers for all employees. We have been a leader on this dimension including writing about and sharing best practices broadly. We are proud to support the Women's Forum for many years.

Cartier

Cartier
www.cartier.com



Fundada em 1847, a Cartier é uma das maisons mais conceituadas no mundo do luxo, responsável pela concepção e fabricação de coleções exclusivas de alta joalheria, relógios de pulso, acessórios e perfumes de prestígio, distribuídos em cerca de 300 boutiques Cartier em todo o mundo. A responsabilidade social tem governado a ética da maison desde o início, especialmente através da Fondation Cartier, e do Conselho de Joalheria Responsável.

As mulheres são um recurso que a Cartier respeita e admira. Eles representam a maior parte de seus clientes, mais de 50% de sua força de trabalho e o impulso para muitas de suas criações.

Como sócio-fundador do Women's Forum, a Cartier orgulha-se de ter apoiado mais de 100 mulheres empreendedoras e inovadoras em todo o mundo através do Cartier Women's Initiative Awards, uma competição internacional de plano de negócios destinada a promover o espírito empresarial.

Founded in 1847, Cartier is one of the world's most esteemed houses of luxury, designing and manufacturing exclusive collections of fine jewellery, wristwatches, prestige accessories and perfumes, distributed through close to 300 Cartier boutiques all over the world. Social responsibility has governed its ethics from the start, notably through the Fondation Cartier, and the Council for Responsible Jewellery.

Women are a resource that Cartier respects and admires. They form the majority of its clients, over 50% of its workforce and impulse many of its creations.

As a founding partner of the Women's Forum, Cartier is proud to have supported over 100 innovative women entrepreneurs worldwide through the Cartier Women's Initiative Awards, an international business plan competition aimed at fostering the spirit of enterprise.



Sanofi

www.sanofi.com.br



Como um líder global, integrado em saúde, a Sanofi respeita a cultura e a diversidade de seus mais de 110.000 funcionários em 100 países.

A subsidiária brasileira é a maior do Grupo Sanofi nos mercados emergentes. Juntas, a Sanofi Farma, Sanofi Pasteur, Medley, Genzyme e a Merial empregam mais de 5.000 pessoas no País.

Ao firmar, pela segunda vez, a parceria com o Women's Forum Brasil, a Sanofi fortalece seu compromisso com iniciativas que reforçam o espírito de colaboração entre homens e mulheres e ajudam a colocar os talentos da organização a serviço das necessidades dos pacientes em todo o mundo.

Hoje, na Sanofi Brasil, as mulheres ocupam cerca de 40% dos cargos de direção e gerência.

As a global integrated healthcare leader, Sanofi respects the culture and diversity of its more than 110,000 employees in 100 countries.

The Brazilian subsidiary of Sanofi Group is the largest in emerging markets. Together, Sanofi Pharma, Sanofi Pasteur, Medley, Genzyme and Merial employ over 5,000 people in the country.

By partnering the Women's Forum Brazil for the second year, Sanofi strengthens its commitment to initiatives that enhance the spirit of collaboration between men and women and help in putting the talents in the organization at service of patients' needs worldwide.

Today, at Sanofi Brazil, women account for about 40% of the direction and management positions.

Power and productivity
for a better world™



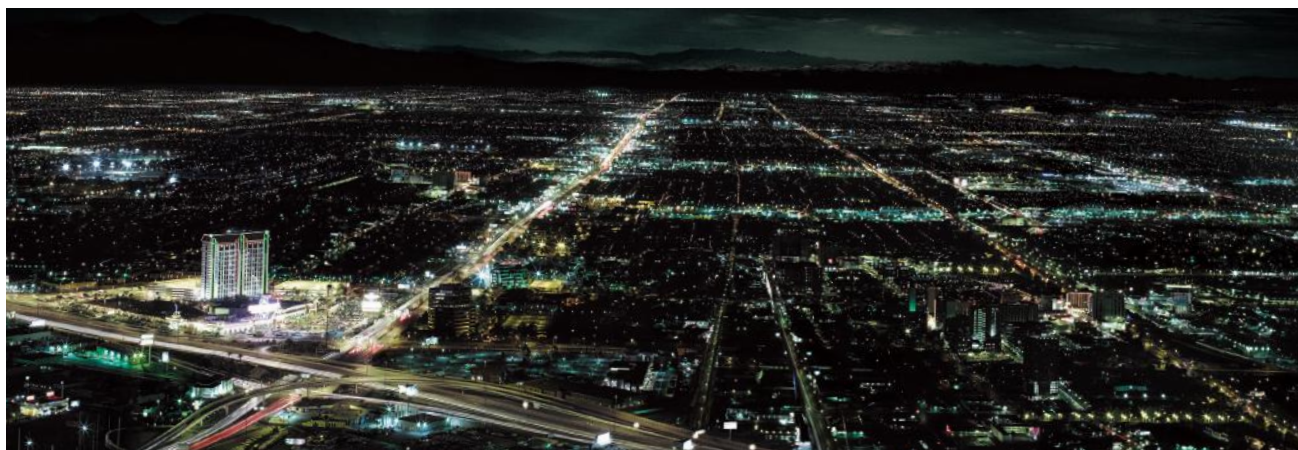
ABB Ltd.
www.abb.com

ABB é líder em engenharia, fornecendo tecnologias de energia e automação para clientes industriais e concessionárias, que proporcionam a melhoria da sua performance energética, além da redução dos impactos ambientais.

Ao interagir com mulheres de negócios de outras empresas no Women's Forum da América do Sul, a ABB espera identificar maneiras pelas quais o ambiente de trabalho possa ser melhorado de modo a sustentar o futuro a longo prazo de mulheres no setor de tecnologia e oferecendo-lhes uma carreira emocionante.

ABB is one of the world's leading engineering companies, providing power and automation technologies to utility and industrial customers, enabling them to improve their performance while reducing environmental impact.

By interacting with business women at the South American Women's Forum, ABB hopes to identify ways in which the working environment can be improved to support the long-term future of women in the technology sector and to offer them an exciting career path.



Cidades que consomem menos 30% de energia?

Como um dos maiores fornecedores de soluções para a eficiência energética, a ABB contribui para que se alcancem importantes economias de energia, sem comprometer a performance. Os nossos sistemas de controle de iluminação permitem economias de energia de até 50% e os nossos equipamentos de automação de edifícios de até cerca de 60%.

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ALCOA
www.alcoa.com.br

Alcoa é líder na produção de alumínio primário, alumínio transformado e alumina, assim como a maior mineradora de bauxita do mundo. Com atuação em 30 países, a Alcoa possui 61 mil funcionários – sete mil na região da América Latina & Caribe - e integra pela décima primeira vez consecutiva o Índice Dow Jones de Sustentabilidade. Neste ano, a companhia completa 125 anos de atuação no mundo. Para a Alcoa a diversidade de talentos é fundamental para a construção de uma empresa forte e competitiva, por isso a companhia resolveu apoiar o Women's Forum.

Alcoa is a leading producer of primary aluminum, fabricated aluminum, and alumina as well as the world's largest miner of bauxite. The company employs approximately 61,000 people – 7,000 in Latin America & Caribbean – in 31 countries and for the eleventh consecutive year is a member of the Dow Jones Sustainability Index. This year, the company completes 125 years of operations in the world. For Alcoa diversity of talents is a key factor to building a strong and competitive company, so Alcoa has decided to support the Women's Forum.



ALCOA. PRESENTE NO SEU DIA A DIA.

Você pode não perceber, mas a Alcoa faz parte da sua vida. Está lá quando você levanta pela manhã e prepara o seu café. E depois quando pega o carro ou transporte para o trabalho.

Também tem Alcoa no viaduto, na fachada dos edifícios, no estádio do time do seu coração, na embalagem do lanche e até mesmo no avião que corta o céu.

A Alcoa deu origem à indústria do alumínio e investe incansavelmente em inovações que permitam a aplicação desse metal em milhares de novos produtos, tornando-os cada vez mais seguros, leves e recicláveis. Avançando cada geração.

alcoa

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Avançando cada geração.

Ernst & Young Terco é a mais completa empresa de Auditoria, Impostos, Transações Corporativas e Consultoria do Brasil, com 4.900 profissionais que dão suporte e atendimento a mais de 3.400 clientes de pequeno, médio e grande portes.

Reconhecida como líder global em questões relacionadas ao aumento da representatividade feminina na economia, a Ernst & Young acredita que mulheres têm um papel vital a desempenhar na transformação dos mercados mundiais. Por isso, reconhecemos e inspiramos empreendedoras que contribuem ativamente em projetos e ações que transformam o dia a dia corporativo e social.

Ernst & Young Terco is the most comprehensive Assurance, Tax, Transaction and Advisory firm in Brazil, with more than 4,900 professionals that support and provide services to more than 3,400 small, medium and large clients.

Recognized as a global leader on issues related to fostering female representation in the economy, Ernst & Young believes that women have the power in transforming global markets. Therefore, Ernst & Young recognizes and inspires entrepreneurs who actively contribute in projects and actions that transform the corporate and social everyday.

Exceptional leaders

Women are invaluable for businesses, governments and nongovernmental organizations worldwide.

We believe in their potential and support female leadership development based on our programs: Winning Women Brazil and Women Athletes Global Leadership Network.

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Nestlé Brasil Ltda

www.nestle.com.br

É a maior empresa mundial de nutrição, saúde e bem-estar, com operações industriais em 83 países e marcas mundialmente consagradas. A Nestlé Brasil e suas empresas coligadas estão presentes em 99% dos lares brasileiros, segundo pesquisa realizada pela Kantar Worldpanel. A empresa tem 31 unidades industriais e emprega mais de 21 mil colaboradores diretos no Brasil. Patrocinar o Fórum é uma maneira de contribuir para qualificar a imagem feminina e valorizar o potencial da mulher e seus diferentes papéis na sociedade.

Nestlé is the largest nutrition, health and well-being company in the world and has industrial operations in 83 countries, with globally known brands. Nestlé Brazil and its affiliate companies are present in 99% of Brazilian households, according to a survey carried out by Kantar Worldpanel. The company has 31 production plant and has more than 21,000 direct employees in Brazil. Sponsor the Forum is a way to contribute to qualify the women image and enhance the potential of women and their different roles in society.

N formas de compartilhar valor. N de Nestlé.

CONFIANÇA

PARA A NESTLÉ, COMPARTILHAR VALOR É CONQUISTAR O RESPEITO E A CONFIANÇA DE TODA A SOCIEDADE.

publicisbrasil

Para o Grupo Sodexo, Diversidade e Inclusão é mais do que uma obrigação moral ou um objetivo social. É um imperativo do negócio. Por meio de parcerias, programas e ações de conscientização, o Grupo nos 80 países onde atua, favorece uma cultura que engloba as diferenças, celebra ideias, perspectivas e experiências coletivas. Convencido do valor da Diversidade de Gênero para a organização, o Grupo Sodexo apoia com muito orgulho o Women's Forum, desde 2007. No Brasil, onde a Sodexo|Puras tem operado por mais de 30 anos, empregando 35,500 colaboradores em mais de 2,000 locais, a companhia integra Diversidade e a Inclusão em todos os aspectos do negócio: nos locais de trabalho, no mercado e na comunidade.

For Sodexo Group, Diversity and Inclusion are more than a moral obligation or a social goal. It is a business imperative. Through partnerships, programs and awareness actions, around the 80 countries where the Group operates, it fosters a culture that embraces differences, celebrates ideas, perspectives and collective experiences. Convinced that Gender Diversity is valuable to the organization, the Group proudly supports the Women's Forum since 2007. In Brazil, where Sodexo|Puras operates for over 30 years, employing 35,500 people in more than 2,000 sites, the company integrates Diversity and Inclusion in all business aspects: workplaces, market and community.

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

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

At Group Sodexo, women represent

54% of the workforce • 42% of the management positions
28% of the 300 senior executives • 25% of the Global Executive Committee
56% frontline employees

www.sodexo.com.br • www.puras.com.br



Standard Bank

www.standardbank.com

Como Banco Africano líder acreditamos que a diversidade é importante para o nosso negócio, pois estamos a investir em novos mercados e na diversidade da nossa carteira de clientes em todo o mundo ou estamos à procura de talentos excepcionais para nos ajudar a promover soluções inovadoras para nossos clientes. A diversidade é um elemento importante em tudo que fazemos. Valorizamos grandemente a oportunidade de participar no *Forum das Mulheres Brasil*, para podermos partilhar as melhores práticas em matéria de criação de um ambiente favorável para o recrutamento, retenção e promoção da mulher no nosso negócio.

As the leading African bank we believe that diversity is important to our business, whether we are investing in new markets with our diverse clients across the globe or we are seeking outstanding talent to help us drive innovative solutions for our clients. Diversity is an important element in everything we do. We value the opportunity to participate in the Women's Forum Brazil so that we can share best practice in respect of creating an enabling environment for the recruitment, retention and advancement of women in our business.

**Being inspired to succeed
is easy in a place
as inspiring as Africa.**

In Africa, we see opportunity. This is why we are committed to finding ways to change how we do business so that empowerment and sustainability flourish. Doesn't it feel good to move forward?
www.standardbank.com

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White Martins Gases Industriais Ltda

www.whitemartins.com.br

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

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



Reconhecer talentos, respeitar diversidades, valorizar o ser humano.

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

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

Central de Relacionamento
0800 709 9000

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Tupperware
Brands
Brasil

www.tupperware.com.br



www.unimed.com.br

O Grupo Abril é um dos maiores e mais influentes grupos de comunicação e educação da América Latina. Fundado em 1950, emprega hoje mais de 9 mil pessoas. O Grupo é composto da Abril S.A., empresa responsável pelas áreas de Mídia (Editora Abril, Abril Mídia Digital, Elemidia, Alphabase, MTV e Casa Cor), Gráfica, Logística e Distribuição, e pela Abril Educação, que no início de 2010 passou a atuar separadamente da Abril S.A. por meio de uma reorganização societária. O Grupo conta ainda com a Fundação Victor Civita, criada em 1985 com o objetivo de fortalecer a educação de base no Brasil. A Abril fornece informação, cultura, educação e entretenimento para praticamente todos os segmentos de público e atua de forma integrada em várias mídias.

Abril Group is one of the largest and most influent communication and education groups in Latin America. Established in 1950, it currently employs over 9,000 people. The group comprises Abril S.A., company responsible for the Media (Editora Abril, Abril Mídia Digital, Elemidia, Alphabase, MTV, and Casa Cor), Printing and Logistics & Distribution divisions, and Abril Educação, which in early 2010 started operating independently from Abril S.A., following a corporate restructuring. The Group also includes Fundação Victor Civita (the Victor Civita Foundation), created in 1985 with the purpose of improving basic education in Brazil. Abril provides information, culture, education and entertainment to virtually all audience segments, operating in an integrated manner in various media.

Informação, cultura, educação
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de um país melhor para todos.



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www.afp.com

AFP se orgulha de cobrir as principais mudanças da sociedade desde 1835. Hoje uma das três maiores agências de notícias do mundo, fornecer informações rápidas e confiáveis é nossa marca registrada.

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A parceria com o Women's Forum confirma o nosso comprometimento em promover a diversidade e a responsabilidade social corporativa.

AFP is a global news agency delivering fast, in-depth coverage of the events shaping our world from wars and conflicts to politics, sports, entertainment and the latest breakthroughs in health, science and technology.

AFP's 200 bureaus cover 150 countries across the world in texts, photos, videos and graphics. Partnering with Women's Forum Brazil reinforces AFP's commitment to corporate responsibility and diversity.

The Women's Forum means a unique opportunity to learn how international companies and governments are dealing with such issues.



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AFP-Services is the official provider of the Women's Forum Brazil 2013 for pictures and best-of video coverage.

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CNN
www.cnn.com

Os serviços de notícias e informação da CNN estão disponíveis em cinco línguas em todas as principais plataformas móveis, de TV e internet, atingindo mais de 375 milhões de lares em todo o mundo. A CNN International, premiada como “News Channel of the Year” (O Canal de Notícias do Ano) pela Royal Television Society, em março de 2013, é o canal internacional de TV de notícias número um em toda a Europa, Oriente Médio e África, na região Ásia-Pacífico e América Latina. A rede digital CNN é constantemente um dos principais destinos de notícias na web.

CNN's news and information services are available in five languages across all major TV, internet and mobile platforms reaching more than 375 million households around the globe. CNN International, awarded “News Channel of the Year” by the Royal Television Society in March 2013, is the number one international TV news channel across Europe, the Middle East and Africa, the Asia Pacific region and Latin America. The CNN digital network is consistently one of the top news destinations on the web.

CNN International analisa o que torna o Brasil a maior potência da América Latina - de sua economia robusta à proeza esportiva e cultura vibrante. Centramos o foco nos negócios que estimulam o crescimento rápido do país e exploramos a nação e seu povo.

Global Exchange 3 a 7 de junho 12h	Quest Means Business 10 a 14 de junho 23h	World Sport 17 a 21 de junho 13h
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Paula Newton **Pedro Pinto** **Shasta Darlington**

CNN
cnn.com/**brazil**



Editora Globo

corp.editoraglobo.globo.com

A inovação é marca registrada da Editora Globo em todos os momentos da história. Conectada plenamente com seus leitores, nossas marcas estão presentes em todas as plataformas, produzindo um jornalismo independente e levando a informação onde você estiver, a qualquer hora. Por isso, a Editora Globo antecipa as transformações da sociedade e ajuda a construir um mundo melhor. Nossa parceria com o Women's Forum ratifica o compromisso da Editora Globo com o universo feminino, atendendo as necessidades e os anseios da mulher moderna.

Innovation has been Editora Globo's watchword throughout history. Fully connected with its readers, our brands are present in all platforms, producing independent journalism and taking information wherever you are, at anytime. Therefore, Editora Globo anticipates the changes in society and helps build a better world. Our partnership with Women's Forum reinforces the commitment of Editora Globo with women's universe, meeting the needs and desires of the modern woman.

CEBRAGE

Autoesporte lança primeira revista em áudio para iPhone.

ÉPOCA lança primeiro aplicativo de revistas para tablets no Brasil.

Casa e Comida traz ao Brasil suplemento exclusivo do chef Jamie Oliver.

Mulheres inteligentes são inovadoras.

Empresas inteligentes são pioneiras.

Marie Claire. Quebrando tabus e antecipando tendências. A mistura perfeita do jornalismo de qualidade com a sofisticação do universo da moda e da beleza.

QUEM atinge a marca de maior site de revistas do Brasil.

Movimento Empreenda. O primeiro projeto editorial multiplataforma a despertar e encorajar novos empreendedores, além de capacitar e premiar quem já empreende.

Fonte: comScore - My Metrics - Jan/12 a Mar/13.



EDIÇÕES | GLOBO CONDÉ NAST



International Herald Tribune
www.global.nytimes.com

O International Herald Tribune é o principal jornal internacional para formadores de opinião e tomadores de decisão em todo o mundo, combinando os amplos recursos de seus próprios correspondentes com os do The New York Times. O Trust Women aproveita o alcance global e reputação, tanto da Thomson Reuters Foundation quanto do International Herald Tribune para criar um encontro internacional influente com um objetivo principal: a ação para o impacto. O evento promove compromissos estratégicos para capacitar as mulheres para conhecer e defender seus direitos.

The International Herald Tribune is the premier international newspaper for opinion leaders and decision-makers around the globe, combining the extensive resources of its own correspondents with those of The New York Times. Trust Women draws on the global reach and reputation of both the Thomson Reuters Foundation and the International Herald Tribune to create an influential international gathering with one main goal: action for impact. The event forges strategic commitments to empower women to know and defend their rights.

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Olhar e escutar o mundo

RFI, a rádio mundial; France 24, o canal de informação contínua e Monte Carlo Doualiya, a rádio em língua árabe defendem em todo o planeta valores comuns como os direitos humanos, a igualdade entre homens e mulheres, a promoção da diversidade. As três emissoras francesas especializadas na cobertura internacional, particularmente atentas à condição das mulheres no mundo, realizam reportagens e programas que retratam as suas realidades em todas as áreas, e zelam pela igualdade de gêneros dentro da própria empresa. RFI, France 24 e Monte Carlo Doualiya se orgulham de acompanhar esta edição do Women's Forum.

Watching and listening to the world

RFI, the global radio station, France 24, the 24/7 international news channel, and Monte Carlo Doualiya, the Arabic language radio station, all defend shared values on a global scale, in 14 languages, as human rights, gender equality and promotion of diversity. 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.



3 medias empowering women
all around the world by supporting
Women's Forum





La tribune
www.latribune.fr

La Tribune é um jornal financeiro e econômico francês e o segundo conselho editorial digital de economia da França, com 2 milhões de visitantes mensais. É também uma edição semanal de circulação nacional com mais de 47 mil cópias. Há 35 jornalistas no conselho editorial nacional em Paris e 25 jornalistas de 10 diferentes conselhos editoriais regionais. Desde 2010, o La Tribune está comprometido em promover as mulheres no mundo dos negócios por meio dos Prêmios La Tribune Women's Awards, em parceria com Women's Forum.

La Tribune is a financial and business daily paper in France, and the second largest economic news website in the country, with 2 million visitors every month. It is also a weekly newspaper with a national circulation of over 47,000 copies. 35 journalists work on the paper from the Paris editorial office, and a further 25 from ten regional offices. Since 2010, La Tribune has promoted women in business through the La Tribune Women's Awards, in partnership with the Women's Forum.

LA TRIBUNE WOMEN'S AWARDS

La Tribune is the French economic media committed since 2010, to promote and expose in media women role models, with the organisation of **La Tribune Women's Awards**.

<http://www.latribunewomensawards.fr/>



**LA
TRIBUNE**

www.latribune.fr



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Panmela Castro and her painting

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