



WOMEN'S FORUM  
GLOBAL MEETING 09  
WHITEBOOK

Think again, think ahead !  
It is time for action, change and hope  
**Deauville France 15 16 17 October 2009**

## EDITORIAL



“IT IS TIME  
FOR ACTION,  
CHANGE AND  
HOPE; LET US  
ALL DREAM  
AND SHAPE  
TOMORROW”

Aude Zieseniss  
de Thuin  
*Founder and President  
The Women's Forum for  
the Economy & Society,  
France*

002\_WOMEN'S FORUM\_2009 WHITEBOOK

# WELCOME

Thursday 15 October 2009

## **“What a year!”**

More than a 1,000 delegates from over 70 countries gathered in Deauville, France, on the 15<sup>th</sup> of October 2009 for the fifth annual Women’s Forum Global Meeting.

The three day event was a unique opportunity for participants to discuss the world’s most current concerns, the global recession, the environment, as well as to draw attention to the fact that, unfortunately, women are the first victims of conflicts such as natural disasters, terrorism, social unrest, pandemics, poverty and famine.

The connecting thread of the forum’s sessions was to “think again and think ahead”, to encourage attendees to examine the past, but also to focus on the future, to take action, and to create the foundations of a more balanced world, built with greater respect for others.

## **Time for change**

In the present climate of uncertainty and risk, each one of us holds a personal responsibility to make things change and to re-evaluate what we have so far taken for granted. These troubled times should be looked upon as a fantastic challenge, a historic opportunity to rethink our society, to build bridges between generations and regions, and to shape tomorrow.

## **“What if women played a greater role?”**

The Forum’s answer to this question is clear: women are the pillars of whatever renewal that is to happen. They have to be heard as they are the ones who will make a difference; be it through the design of new models or of new projects for our society.

In politics, women must continue to play a greater role, such as in Germany with Angela Merkel but also in countries like Chile, Argentina, Ukraine or Liberia etc... What holds true for politics must also be true for business. We should see more than only 11% of women sitting on corporate executive boards. Supporting this type of development should be laws promoting gender equality at work. There is a need for women to “work more as the world needs women.”

## **Expectations from the Forum**

The Forum’s ambition is to pave the way for all the outstanding women around the world in part by celebrating individual talent and commitment. Attending the forum was Zoya Phan, the noble successor of Aung San Suu Kyi, both examples of remarkable women fighting for a better world, with greater justice and equality. They hold these values high and embody others such as audacity, hope and courage. These incredible women are role models for all of us.

The Forum is a venue for participants to come together to share experiences, debate, disagree and learn from one another. The aim is for attendees leave the event with a stronger will and desire to contribute to shaping our future. It is our responsibility to promote a more feminine vision of the world as “women carry the future”.

## **“You, Rising Talents, are our future”**

As in previous years, the forum honoured young women with exceptional talents and backgrounds. This year the spotlight was on 17 Rising Talents from across the continents. This initiative encouraged everyone to “spot these young women around the world and invite them to the forum next year: we need them and they need us.” It is indeed our responsibility to pass on to the younger generations our passion, ambitions and sense of commitment for a greater future.

## **A request for the environment**

A few weeks before the Copenhagen Climate Change Conference, the Forum supported the cause to increase awareness of the environmental challenges. Every participant was invited to sign a petition launched by over twenty NGOs that put more pressure on governments. This was a way for the women of the Forum to contribute to the ambitious target of reaching a million signatures, and in turn send a powerful message to the world at large.

This fifth edition of the Women’s Forum encouraged participants “to think again and think ahead” for a new world. This year’s forum has inspired women to get ready and think big for next year’s Forum!

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# Think again, think ahead !

## It is time for action, change and hope

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PART 1



*Ngozi Okonjo-Iweala*

## Part 1

# THE NEW BALL GAME

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“BE SELECTIVE ABOUT THE QUESTIONS YOU ASK AND LOOK LOCALLY FOR THE “GENIUS LOCI” OF THE PLACE”, SAID JANINE BENYUS IN THE OPENING SESSION TITLED “THINK AGAIN, THINK AHEAD”. THERE HAS BEEN A PARADIGM SHIFT AND AN AWAKENING. THE QUESTION IS: WHAT CHANGES ARE REALLY GOING TO STAY? ONE THING IS CERTAIN, WOMEN HAVE A KEY ROLE IN BUILDING THIS NEW ERA.

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“BE SELECTIVE  
ABOUT THE  
QUESTIONS  
YOU ASK AND  
LOOK LOCALLY  
FOR THE  
“GENIUS LOCI”  
(GENIUS OF  
PLACE)”

Janine Benyus

*Janine Benyus*



# THINK AGAIN, THINK AHEAD!

Thursday 15 October 2009

AFTER INTRODUCING THE FOUR SPEAKERS FROM VERY DIFFERENT BACKGROUNDS, TIAN WEI EMPHASISED HOW NECESSARY AND URGENT IT WAS TO “THINK AGAIN, THINK AHEAD”. JANINE BENYUS PRESENTED NATURE’S MOST REMARKABLE BIOLOGICAL INVENTIONS; GHASSAN SALAMÉ EXPLAINED WHY WE ALL NEED AN ENEMY; THÉRÈSE DELPECH PROVIDED THE AUDIENCE WITH HER VISION OF CURRENT GEOPOLITICS; AND BARRY SCHWARTZ DESCRIBED WHY HE BELIEVES WE HAVE LOST OUR PRACTICAL WISDOM AND HOW WE MIGHT GAIN IT BACK.

## L'ESSENTIEL

APRÈS AVOIR PRÉSENTÉ QUATRE ORATEURS AUX PROFILS PROFESSIONNELS TRÈS DIFFÉRENTS, TIAN WEI A SOULIGNÉ À QUEL POINT IL ÉTAIT NÉCESSAIRE ET URGENT “DE REPENSER LE MONDE” ET “IMAGINER DEMAIN”. JANINE BENYUS A EXPOSÉ LES “INVENTIONS” LES PLUS REMARQUABLES DE LA NATURE, RÉPLICABLES PAR NOS TECHNOLOGIES. GHASSAN SALAMÉ A EXPLIQUÉ POURQUOI TOUT LE MONDE A BESOIN D’UN ENNEMI. THÉRÈSE DELPECH A EXPRIMÉ SA VISION DE LA GÉOPOLITIQUE ACTUELLE ET BARRY SCHWARTZ A DÉCRIT COMMENT SELON LUI, L’HOMME A PERDU SA SAGESSE PRATIQUE MAIS PEUT LA RETROUVER.

## SPEAKERS:



**Janine Benyus**  
President, Biomimicry  
Institute, USA



**Thérèse Delpech**  
Director of Strategic Studies,  
French Atomic Energy  
Commission (CEA) and  
Researcher, CERI, France



**Ghassan Salamé**  
Professor of International  
Relations, Institut d'Etudes  
Politiques, France



**Barry Schwartz**  
Dorwin Cartwright  
Professor of Social  
Theory and Social Action,  
Swarthmore College, USA

## MODERATOR:



**Tian Wei**  
Lead Presenter, Dialogues,  
CCTV, PRC

## BIOMIMICRY: INNOVATION INSPIRED BY NATURE

Janine Benyus, President of the Biomimicry Institute in the US, explained the word “biomimicry” – “looking outside our own species for ideas and learning *from* nature, not *about* nature”. She presented numerous examples of nature’s most remarkable and inspiring biological inventions including: using CO<sub>2</sub> as a building material and not as a poison, looking to whales as a design model for wind



Tian Wei

turbines, and using nature-inspired structures to clean without detergents.

“Success” for Janine Benyus lies in having life on earth continue for tens of thousands of generations. The biggest challenge we face is to “take care of the earth in such a way that it will look after its offspring”. Therefore in order to keep our world lush and viable, we must turn to nature as a model.

In conclusion, Janine urged everyone to be selective about the questions they ask and to “look locally for the “genius loci” (genius of place)”.

#### WHY WE ALL NEED AN ENEMY

Ghassan Salamé, Professor of International Relations at the Institut d’Etudes Politiques in France, then explained why we all need an enemy. Referring to the fall of the Berlin wall twenty years ago, Ghassan Salamé stressed how the world was then full of optimism after bringing the entire planet out of war.

Despite prevailing thoughts of chaos and civil wars, the fact is that the number of civil wars in the space of two decades has been divided by 4 compared to previously.

So, Ghassan Salamé asked: “do we need an enemy?” Paradoxically, the answer could be yes. On the one hand the cost of war is seen to outweigh its benefits, and military occupation is unpopular. Yesterday’s cliché that “men make war because war makes them”, has lost its meaning. On the other hand, Ghassan Salamé argued, “peace like war needs to be maintained and strengthened”. Populations need to be convinced that a public enemy exists in order to accept the required funding.

He concluded by saying that we do need an enemy: “although we live in the same times, we do not live in the same frames of mind”.

#### WHAT WE SHOULD KNOW ABOUT CONTEMPORARY POLITICS

Thérèse Delpech, Director of Strategic Studies at the French Atomic Energy Commission (CEA) and Researcher at CERl in France, started off by quoting Trotsky: “Everyone desiring a quiet life has done badly to be born in the 20<sup>th</sup> century.” Questioning whether the situation is the same

“ALTHOUGH WE LIVE IN THE SAME TIMES, WE DO NOT LIVE IN THE SAME FRAMES OF MIND”

Ghassan Salamé



Ghassan Salamé

“DESPITE LIVING IN THE INFORMATION AGE, INFORMATION IS NEITHER KNOWLEDGE NOR WISDOM”

Thérèse Delpech



Thérèse Delpech

today, she presented six thoughts that are in themselves paradoxical: First, that the US, the most important power, appeared unable to solve any one of the current crises (e.g., Iran and the financial situation). Second, that China was not necessarily as the current authorities depicted it. Third, that Russia was “an enigmatic country that no one should pretend to understand”. Fourth, that Europe, despite being at present, wealthy, peaceful, and concerned with international security and peace, had been the stage of two world wars! Fifth, that the most radical challenges to today’s world order were coming from medium-sized (Iran) or very small nations (North Korea). And, last but not least, Thérèse Delpech concluded that despite living in the information age, “information is neither knowledge nor wisdom.”

#### **PRACTICAL WISDOM**

Barry Schwartz urged us to give meaning to our daily jobs and to restore the values that have unfortunately been lost. As an example, he mentioned hospital carers who through kindness, care and empathy were able to go beyond their daily tasks. In order to successfully carry out

**“I BELIEVE THERE IS REASON FOR HOPE. THE ORDINARY HEROISM IS WITHIN THE GRASP OF EACH AND EVERY ONE OF US IF ONLY WE PAY ATTENTION”**

Barry Schwartz



Barry Schwartz



From left to right: J.Benyus, T.Wei, T.Delpech, G.Salamé, B.Schwartz

one’s job, both willpower and skills are a pre-requisite. For Schwartz a wise person is someone who knows how to make exceptions to the rule.

When things go wrong we want to make more rules and create smarter incentives; however this is not enough. He introduced the notion of “incomplete contracts” that enables pro-activeness and creativity. To re-moralise work, we should acknowledge that ethics need to be embodied in our daily activities and that we must try to be ordinary heroes.

He concluded by telling the audience: “I believe there is reason for hope. The ordinary heroism is within the grasp of each and every one of us if only we pay attention.”

Praising the diversity on the stage as well as the camaraderie and sisterhood that prevailed among women, Tian Wei brought this first session to a close by stressing the strong role that women can and should play in enhancing communication.

# GET SERIOUS, MAKE A DIFFERENCE

Thursday 15 October 2009

PARTICIPANTS NAVIGATED BETWEEN FRANCE AND JAPAN TO EXPLORE THE DIFFERENT APPROACHES OF INNOVATION IN THESE COUNTRIES ACCOMPANIED BY CARLOS GHOSN. FOR RENAULT-NISSAN'S CEO, INNOVATION EMANATES FROM DIVERSITY. HE ENCOURAGES THE CREATION OF CROSS-FUNCTIONAL TEAMS TO TAKE ON A COMMON PROJECT. THIS WAY ONE CAPITALISES ON THE BEST AND MOST ACCEPTED IDEAS. ONE PARTICIPANT SUMMARIZED THE SESSION BY ASKING CARLOS GHOSN "IF HIS OPEN-MINDEDNESS AND HIS EQUAL TREATMENT TOWARDS WOMEN WAS GENETIC OR LEARNT BY EXPERIENCE... BECAUSE WE NEED MORE MEN LIKE HIM!".

## DIVERSITY

Diversity is a strength to be leveraged, and to prepare an exit from the crisis. It will become an increasingly important factor in the coming years to answer all the markets' needs and to better anticipate expectations. In addition, diversity is mandatory as the resources for labour are limited. From Carlos Ghosn's personal experience, "Innovation comes from diversity". He noticed three main benefits brought by people from different cultures and worlds to a common project:

- Decisions are more mature, as there are more discussions and less haste.
- Solutions are innovative, as the group is sharing culture, ideas and development.

## SPEAKER:



**Carlos Ghosn**  
Chairman and CEO,  
Renault-Nissan Alliance,  
France

## MODERATOR:



**Hilary Bowker**  
Bowker Media +  
Communications, UK



Carlos Ghosn

- Solutions are more lasting, as a solution which is built by a diverse group, is much more accepted and generally implemented worldwide.

### CULTURAL MANAGEMENT CHANGES BETWEEN FRANCE AND JAPAN

Sharing his experience as a bi-cultural manager between France and Japan, Carlos Ghosn let the audience ponder how daily work could be improved. “In Japan, the guy who makes the decision never talks. I have to force myself not to share my opinion during the meeting! In France, it is exactly the contrary: you do an introduction and give the guidelines, after let the floor to your team for debate and remind them at the end of the day that we have to conclude!”

Participants learned from his experience that the innovation processes could be different from one country to another. In France, they are very innovative, but you have to manage carefully the development steps whereas in Japan they are very productive, but you have to challenge them at the beginning.



A participant

During the interview, Hilary Bowker asked Carlos Ghosn which real changes are brought by women CEOs in companies. His answer was mitigated, as he admitted that women are still scarce in top management: “I cannot really answer your question, as there are not many companies with women CEOs! But women’s contributions are key. This is why it is important to support initiatives like the Women’s Forum and to promote women as role model in companies, to make woman management more common in the culture and bring down clichés.”

“THERE ARE NOT MANY COMPANIES HAVING WOMEN CEOS! THE SOLUTION IS TO FAVOUR INITIATIVES LIKE THE WOMEN’S FORUM AND TO PUSH WOMEN AS ROLE MODELS IN COMPANIES, TO MAKE WOMAN MANAGEMENT MORE EMBEDDED INTO OUR CULTURE AND COUNTER CLICHÉS”

Carlos Ghosn



Hilary Bowker, Carlos Ghosn



Carlos Ghosn



Hilary Bowker, Carlos Ghosn

#### L’ESSENTIEL

AU COURS D’UN VOYAGE ENTRE LA FRANCE ET LE JAPON, LES PARTICIPANTS ONT EU UN APERÇU DES DIFFÉRENCES D’INNOVATION D’UN PAYS À L’AUTRE, ACCOMPAGNÉS D’HILARY BOWKER ET DE CARLOS GHOSN. POUR LE DIRIGEANT DE RENAULT-NISSAN, L’INNOVATION VIENT DE LA DIVERSITÉ. IL FAUT CRÉER DES ÉQUIPES TRANSVERSES AUTOUR D’UN PROJET COMMUN ET AINSI CAPITALISER LES IDÉES LES MEILLEURES ET LES PLUS CONSENSUELLES DE CHACUN. LA QUESTION D’UNE PARTICIPANTE À CARLOS GHOSN, POUR SAVOIR « SI SON OUVERTURE D’ESPRIT ET LE COMPORTEMENT D’ÉQUITÉ AVEC LES FEMMES SONT D’ORIGINE GÉNÉTIQUE OU APPRIS PAR L’EXPÉRIENCE », RÉSUME L’ESPRIT DE CETTE SESSION. « PARCE QUE NOUS AVONS BESOIN DE PLUS D’HOMMES COMME LUI ! ».

# GOVERNANCE AFTER THE FALL: THE STATE AND THE POLITICS OF THE ECONOMY AFTER THE FINANCIAL CRISIS OF 2008

Thursday 15 October 2009

WE CANNOT HELP BUT NOTICE THAT THE SITUATION HAS NOT IMPROVED SINCE LAST YEAR: THE CRISIS IS STILL WITH US AND TRADERS ARE STILL RECEIVING THEIR BONUSES. AT THE END OF THE SESSION, THE GROUP WAS A LITTLE MORE OPTIMISTIC, SINCE PARTICIPANTS WERE COMMITTED TO GIVING CLEAR AND CONCRETE SOLUTIONS. INDEED, ALL SPEAKERS POINTED OUT THE NEED TO REDEFINE THE ROLE OF INSTITUTIONS AND EMPOWER INDIVIDUAL RESPONSIBILITY, BY FOSTERING INNOVATION AND CREATIVITY. MOREOVER, THE PUBLIC APPLAUDED THE SPEAKERS WHEN THEY UNDERSCORED THE NEED FOR LOW INCOME COUNTRIES TO BE CONSIDERED AS PART OF THE SOLUTION, RATHER THAN AS VICTIMS. FINALLY, GREAT EMPHASIS WAS MADE ON THE KEY ROLE THAT WOMEN HAVE TO PLAY: ALL PARTICIPANTS CALLED FOR WOMEN TO STEP UP AND TAKE RISKS.

**“WOMEN ARE NOT BETTER, BUT THEY HAVE MORE SENSE OF LONG-TERM ISSUES”**

Anne Lauvergeon



Anne Lauvergeon

### THE CRISIS IS NOT OVER

Tim Sebastian started the session by pointing out that in 2008, newspaper headlines read: “The world will never be the same”, whereas, today they are still focusing on the distribution of bonuses: things have not changed. All speakers agreed that the crisis is not over. Anne Lauvergeon even stated that things are going to get worse. For her, the crisis is deeper than just a financial crisis: “the financial crisis is only one of the crises we are experiencing today”. Mankind has changed, “we have changed the rules of our lives”, life expectancy has grown tremendously, for example, “but institutions have not changed”. Today we also have to face climate change, and with demographic growth, we might not be able to cover our basic needs. There might not be sufficient water, food, or energy in the coming years.

“IF LEHMAN BROTHERS HAD BEEN LEHMAN SISTERS, WE WOULD NOT BE WHERE WE ARE TODAY”

Ngozi Okonjo-Iweala



Ngozi Okonjo-Iweala



Henrietta Holsman Fore, Karen Kornbluh, Anne Lauvergeon



Tim Sebastian in the audience



From left to right: T. Sebastian, H. Holsman Fore, K. Kornbluh, A. Lauvergeon, N. Okonjo-Iweala

#### INSTITUTIONS, INDIVIDUALS AND COMPANIES HAVE TO CHANGE

According to Karen Kornbluh “we have to change the institutions or create new ones”, for example “governments must become enablers”, through healthcare, education, etc... Nevertheless, sometimes “more government is less government”. The crisis compels us to look at more modern solutions like private corporations or NGOs.

For Henrietta Holsman Fore, some changes have already been made with power shifting from the G8 to the G20. However, according to her, power is mostly attracted by places where innovation is fostered. The panel agreed that solutions to the crisis must be found in creativity and entrepreneurship. Institutions have to change to unleash human creativity, for example, by giving more flexibility to credit. Also, citizens have to individually become more responsible. For example, each and every one of us must change our consumption behaviour in terms of electricity use. Companies also have to change their behaviour. Anne Lauvergeon argued that today companies should not try to make more money in a minimum length of time, but they should also consider their human project. Anne Lauvergeon brought a light of optimism to the audience explaining that

#### SPEAKERS:



**Henrietta Holsman Fore**  
Chair, Holsman International  
and former Administrator  
of the US Agency for  
International Development  
and Director of US Foreign  
Assistance, USA



**Karen Kornbluh**  
US Ambassador to the  
OECD, USA



**Anne Lauvergeon**  
Chair, Areva, France



**Ngozi Okonjo-Iweala**  
Managing Director, World  
Bank, Nigeria

#### MODERATOR:



**Tim Sebastian**  
Chairman, Doha Debates,  
UK

according to what she had seen within Areva, the new generation was more sensitive to these issues.

#### WOMEN AND DEVELOPING COUNTRIES HAVE TO BE PART OF THE SOLUTION

For Ngozi Okonjo-Iweala, the G20 has empowered countries like China and Brazil but she reminded us of the existence of the G186. Ngozi Okonjo-Iweala was strongly applauded by the audience when she criticized developed countries for talking today about recovery through fiscal stimulus while low income countries are still suffering from the crisis caused by the “rich” with no chance of recovery through fiscal tools. “We are going back to the old behaviour”, Ngozi Okonjo-Iweala stated, forgetting poorer countries. Africa is a huge potential market: “low income countries do not want to be looked upon as victims but should be part of the solution”. Anne Lauvergeon shared her concern that if solutions are not global, inequalities will rise. The panel agreed that women should also be part of the solution. In this time of uncertainty and need for creativity, women should jump at the chance of changing things and step forward. Even though they are often more vulnerable, in a time when change is needed they can bring something different to the table. For Anne Lauvergeon “Women are not



better but they have more sense of long term issues". For Ngozi Okonjo-Iweala women are more result driven. Henrietta Holsman Fore also reminded us that "companies with more than three women on their board are more efficient". This session really put an emphasis on the need to promote women initiatives.

### L'ESSENTIEL

ON NE PEUT QUE REMARQUER QUE LA SITUATION NE S'EST PAS AMÉLIORÉE DEPUIS L'ANNÉE DERNIÈRE : LA CRISE EST TOUJOURS LÀ ET LES TRADERS REÇOIVENT ENCORE DES BONUS. A LA FIN DE LA SESSION, L'ASSEMBLÉE ÉTAIT UN PEU PLUS OPTIMISTE PUISQUE LES INTERVENANTS SE SONT ATTACHÉS À PROPOSER DES SOLUTIONS CLAIRES ET CONCRÈTES. EN EFFET, CES DERNIERS ONT MIS EN EXERGUE LE BESOIN DE REDÉFINIR LES RÔLES DES INSTITUTIONS ET FAVORISER LA RESPONSABILITÉ INDIVIDUELLE, EN DÉVELOPPANT L'INNOVATION ET LA CRÉATIVITÉ. DE PLUS, LE PUBLIC A ACCLAMÉ LES ORATEURS QUAND ILS ONT SOULIGNÉ LE FAIT QUE LES PAYS EN VOIE DE DÉVELOPPEMENT DEVAIENT ÊTRE VUS COMME UNE PARTIE DE LA SOLUTION ET NON COMME DES VICTIMES. FINALEMENT, LE DÉBAT S'EST CENTRÉ SUR LE RÔLE CLÉ QUE LES FEMMES ONT À JOUER : TOUS LES PARTICIPANTS ONT APPELÉ LES FEMMES À SE METTRE EN AVANT ET À PRENDRE DES RISQUES.

**"POWER IS MOSTLY ATTRACTED BY PLACES WHERE INNOVATION IS FOSTERED"**

Henrietta Holsman Fore



Henrietta Holsman Fore

**"IT IS TOO EARLY TO KNOW IF THERE IS GOING TO BE CHAMPAGNE OR IF THERE IS GOING TO BE CRYING"**

Karen Kornbluh



Karen Kornbluh

“EXXONMOBIL  
IS LOOKING  
INTO REDUCING  
BARRIERS  
FOR THE  
PARTICIPATION  
AND  
DEVELOPMENT  
OF WOMEN AND  
IDENTIFYING  
TECHNOLOGIES  
THAT WOULD  
MAKE A  
DIFFERENCE IN  
GENERATING  
NEW INCOMES”

Lorie D. Jackson



*Lorie D. Jackson*

# THE DELEGATIONS LUNCH

Hosted by ExxonMobil

Thursday 15 October 2009

AFTER A SHORT FILM PRESENTING ITS SUPPORT FOR WOMEN ENTREPRENEURS IN AFRICA, EXXONMOBIL HOSTED A LUNCH RECEPTION AS A SPECIAL WELCOME FOR THE INTERNATIONAL DELEGATIONS. THE DELEGATIONS WERE INTRODUCED IN A CHEERFUL AND WARM ATMOSPHERE. HONOURING THE WOMEN'S FORUM WITH THEIR PARTICIPATION, THE OFFICIAL DELEGATION FROM THE MIDDLE EAST (42 PARTICIPANTS), WITH OTHER DELEGATIONS FROM ASIA (38), TURKEY (8) AND SOUTH AFRICA (21) CONSISTING OF WOMEN LEADERS, GOVERNMENT REPRESENTATIVES, JOURNALISTS, ENTREPRENEURS AND ACADEMICS. ALL EXPRESSED THEIR EXCITEMENT AT PARTICIPATING IN THE WOMEN'S FORUM IN DEAUVILLE THIS YEAR.

Reflecting its strong belief in the important role women play as catalysts for economic advancement, ExxonMobil launched the Women's Economic Opportunity Initiative in 2005. This global effort helps to improve economic opportunities for women in the developing world. Strengthening communities where all citizens are valuable and productive

## EXXONMOBIL INITIATIVES HELP IMPROVE ECONOMIC OPPORTUNITIES FOR WOMEN GLOBALLY

Lorie D. Jackson

members of society helps create a stable and prosperous operating business environment.

ExxonMobil's Women's Economic Opportunity Initiative strives to build the next generation of female business leaders and entrepreneurs, reduce the barriers to women's economic participation, and help identify and deploy technologies for women. The initiative works with a wide range of partners and has invested more than US\$30 million in programs that have involved thousands of women from 64 developing countries.

ExxonMobil supports Vital Voices Global Partnership on the development of an African network of businesswomen's organizations. A short movie illustrated how this partnership has made a difference for the women working at the Sandaga, the largest produce market in Douala, Cameroon. Together, the women make a substantial contribution to the local economy. They create a profit of nearly US\$31 million per year, and this is only one of the 20 markets in Douala. When one woman is trained, 100 others are impacted as the network and knowledge acquired result in a sustainable change for these women and their society.

And it was the work and dedication of one woman who was eager to expand her advocacy and entrepreneurial skills to

further remove barriers to women's economic progress in her country. Kah Wallah, a Cameroonian businesswoman and civic leader, used the skills she had mastered through leadership training help the market women better understand their rights as businesswomen and overcome various challenges before them. Her work has led to better health, legal and business management education for the women and their families.

For ExxonMobil, investing in women and girls is not just a philanthropic endeavor, it's a smart business approach. Healthy and educated communities, where all citizens are valued and productive members of society, help create a stable and prosperous operating environment.

#### WELCOME TO THE INTERNATIONAL DELEGATIONS

Aude Zieseniss de Thuin said that she was honoured to introduce the four international Delegations present this year in Deauville. In addition to being delighted at the presence of the Official Delegation from the Middle East, Aude Zieseniss de Thuin particularly mentioned the Asian Delegation and the Women's Forum Asia which was held in Shanghai in May 2008, but also the Turkish Delegation as 2009 is the Year of Turkey in France.



Konji Sebati

#### SPEAKERS:



**Deniz Ulke Aribogan**  
Rector, Bahcesehir  
University, Turkey



**Fatima al Jaber**  
Chief Operating Officer, Al  
Jaber Group, UAE



**Lorie D. Jackson**  
Director, Women's  
Economic Opportunity  
Initiative, ExxonMobil, USA



**Yan Lan**  
Partner, Gide Loyrette  
Nouel Beijing, PRC



**Konji Sebati**  
Ambassador of South  
Africa to France



**Aude Zieseniss de Thuin**  
Founder and President,  
The Women's Forum for  
the Economy and the  
Society, France



Deniz Ulke Aribogan

Fatima al Jaber presented the Middle East Delegation composed of more than 40 women from various disciplines, government, academia, and business. All are happy to promote Middle East entrepreneurship, encourage investments and creative initiatives. Fatima al Jaber stated: "The Women's Forum's will to open eyes regarding the place that women should take parallels the growing initiatives taken in my region".

Yan Lan represented the 38 Asian attendees from various background including business, design, art and the media. The Asian Delegation has been participating in the forum since the early days, five years before. As in previous years, the attendees are looking for inspiration, but are also happy to meet with old and new friends. She noted the presence of three well-known Chinese television hosts who reach out to large audiences in Asia. Finally she expressed her hopes to see many of the attendees at a forthcoming Women's Forum in Asia.

On behalf of the Turkish Delegation, Deniz Ulke Aribogan urged the attendees to work together, stay involved and

## L'ESSENTIEL

APRÈS UN COURT FILM PRÉSENTANT SON SOUTIEN AUX FEMMES ENTREPRENEUSES D'AFRIQUE, EXXONMOBIL A DONNÉ UN DÉJEUNER EN L'HONNEUR DES DÉLÉGATIONS INTERNATIONALES. DANS UNE AMBIANCE JOYEUSE, AUDE DE THUIN A INVITÉ CHACUNE DES DÉLÉGATIONS À SE PRÉSENTER. LA DÉLÉGATION DU MOYEN-ORIENT COMPTE PLUS DE 42 PARTICIPANTES, MINISTRES ET FEMMES D'AFFAIRES. LA DÉLÉGATION ASIATIQUE AVEC PLUS DE 30 PERSONNES EST À DEAUVILLE POUR LA 5<sup>E</sup> ANNÉE CONSÉCUTIVE. ELLE EST À L'ORIGINE DU WOMEN'S FORUM ASIATIQUE QUI S'EST TENU POUR LA PREMIÈRE FOIS EN 2008. UNIVERSITAIRE OU ENTREPRENEUSE, À LEUR TOUR, CHACUNE DES 8 FEMMES DE LA DÉLÉGATION TURQUE S'EST PRÉSENTÉE. PUIS LA DÉLÉGATION D'AFRIQUE DU SUD, FORTE DE 21 PERSONNES, A CLÔTURÉ CETTE PRÉSENTATION PAR DES YOUYOUS ENTHOUSIASTES. TOUTES ONT EXPRIMÉ LEUR PLAISIR D'ÊTRE À DEAUVILLE CETTE ANNÉE.

“THE WOMEN'S FORUM'S WILL TO OPEN EYES REGARDING THE PLACE THAT WOMEN SHOULD TAKE PARALLELS THE GROWING INITIATIVES TAKEN IN MY REGION”

Fatima al Jaber



Fatima Al Jaber



Yan Lan, Aude Zieseniss de Thuin

remain courageous as they strive for a more human society. The delegates introduced themselves; many were deans from top Turkish Universities while others were active Turkish entrepreneurs and businesswomen.

Last but not least, the South Africa Delegation was introduced, on its third participation at the Women's Forum. Aude Zieseniss de Thuin worked closely with Konji Sebati to ensure that this group would be once again well represented. Konji Sebati expressed her hopes for a 2010 Women's Forum in South Africa. These dynamic and young women closed the Delegation presentations with enthusiasm and energy.

# THE NEW GLOBAL BUSINESS ENVIRONMENT: PROTECTIONISM, REGULATION, RESPONSIBILITY AND GROWTH?

Thursday 15 October 2009

FOLLOWING A YEAR OF DEEP CRISIS, THE WORLD IS BEGINNING TO REALISE THAT THE WORST IS BEHIND US. WHAT DO AMERICAN, EUROPEAN AND ASIAN BUSINESS LEADERS THINK ABOUT THE CHANGES THAT HAVE OCCURRED? WHICH TRANSFORMATIONS SHOULD EMERGE IN THE POST-CRISIS NEW BUSINESS ENVIRONMENT? TODAY, THE CHALLENGE IS TO THINK AHEAD AND TAKE ACTION: TO BRING TOGETHER INDUSTRY LEADERS, POLITICIANS, CENTRAL BANKS AND REGULATORS TO THINK ABOUT GLOBAL REGULATIONS.

## L'ESSENTIEL

*APRÈS UNE ANNÉE DE CRISE ÉCONOMIQUE ET FINANCIÈRE INTERNATIONALE, NOUS RÉALISONS QUE LE PIRE EST DERRIÈRE NOUS, QUE LE MONDE A CHANGÉ. SI OUI, QUELS SONT CES CHANGEMENTS ? PERMETTRONT-ILS D'ÉVITER D'ÉVENTUELLES CRISES SYSTÉMIQUES ? QUE RESTE-T-IL À FAIRE ?*

*SELON LES QUATRE PARTICIPANTS AUX DÉBATS, LES CHANGEMENTS PERCEPTIBLES NE SONT EN FAIT QUE DES EFFETS DE LA CRISE. MAIS LES CAUSES RÉELLES, PROFONDÉMENT ANCRÉES DANS NOS SOCIÉTÉS, SONT TOUJOURS PRÉSENTES, BIEN QUE LES GOUVERNEMENTS AIENT PRIS LES BONNES MESURES ET PU AINSI ÉVITER LE PIRE. UNE DES PREMIÈRES CAUSES EST L'ABSENCE DE VÉRITABLE RÉGULATION RÉGISSANT*

## SPEAKERS:



**Gary Litman**  
Vice-President, Europe  
Policy and Initiatives, US  
Chamber of Commerce,  
USA



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



**Laurence Parisot**  
President, Mouvement  
des entreprises de France  
(MEDEF), France



**Yan Lan**  
Partner, Gide Loyrette  
Nouel Beijing, PRC

## MODERATOR:



**Maria Livanos Cattai**  
Chair, Petropus Holdings,  
Switzerland



Gary Litman

LE SECTEUR FINANCIER DE FAÇON COHÉRENTE AU NIVEAU INTERNATIONAL. LA SECONDE EST LE FOSSÉ QUI SÉPARE LE POLITIQUE QUI SE TROUVE À LA SOURCE DE LA RÉGLEMENTATION ET LE MONDE DE LA FINANCE ET DES AFFAIRES. IL EST DONC AUJOURD'HUI NÉCESSAIRE D'ENTAMER DES DISCUSSIONS AU NIVEAU INTERNATIONAL, RÉUNISSANT AUTOUR DE LA MÊME TABLE, POLITIQUES, HOMMES D'AFFAIRES, BANQUES CENTRALES ET RÉGULATEURS AFIN DE RÉFLÉCHIR À DES RÈGLES COMMUNES ENFIN ADAPTÉES À L'ENVIRONNEMENT ACTUEL.

The current financial and economic crisis we are living has become deeply engrained in people's minds leading many to think that "nothing will be the same after the crisis". Maria Livanos Cattai, Chairman of Petroplus Holdings, invited the four panellists to present their views and to discuss the changes that occurred in the business environment. Is it really changing? What has changed? And, according to them, what should change?

Laurence Parisot, President of MEDEF (National Council of the French Employers), pointed out that changes are occurring every day. The crisis only accelerated these changes and amplified their rough impact on business. Deanna Oppenheimer, UK Retail Banking Chief Executive at Barclays, stressed the necessity to move up from the emotional level of the crisis to the next level, taking the opportunity of the Women's Forum to reflect on what has to be done: think ahead.

#### PROTECTIONISM

Yan Lan, Partner at Gide Loyrette Nouel Beijing, explained how the crisis impacted China's economy. The sudden rise of protectionism in the US and Europe is forcing the country to shift from a development model, traditionally based on export, to a model that relies on strong domestic consumption. Yan Lan also called for discussions to take place before deciding to raise barriers as she expressed her doubts about the real efficiency of such decisions, even for importing countries. Open discussions would help to create more win-win situations. Laurence Parisot also reminded the audience, that the geopolitical centre of gravity has moved to the Asian continent, and that the best way to achieve a sustainable world economy is certainly not protectionism, but to build a strong European economy.

"THE SUDDEN RISE OF PROTECTIONISM FROM THE US AND EUROPE HAS FORCED US TO SHIFT FROM A DEVELOPMENT MODEL TRADITIONALLY BASED ON EXPORT TO A MODEL ALSO RELYING ON A STRONG DOMESTIC CONSUMPTION"

Yan Lan



Yan Lan

"TODAY, THE ECONOMY IS GLOBAL, THE FINANCIAL MARKET IS GLOBAL, BUT REGULATIONS ARE NATIONAL"

Laurence Parisot



Laurence Parisot

**RESPONSIBILITIES**

Analysing the origins of the crisis, Laurence Parisot mentioned the rift between the political world and the business world. All agreed that since the beginning of the crisis, politicians had done fantastic work to support the economy and to avoid a global collapse. However, Laurence Parisot also explained that one should not forget the bad decisions taken by the same politicians, such as the responsibility they had in the development of subprime loans and the adoption of International Financial Reporting Standards by the EU Commission. Gary Litman, Vice-President of the US Chamber of Commerce in Europe, added that it is the role of institutions such as his own to facilitate the cooperation between the two worlds. If politicians had a better understanding of the business world it would help them improve their communication towards consumers, for instance in regards to the debate surrounding bonuses. For Deanna Oppenheimer, consumers are undoubtedly the main actors holding the final decision power. She has observed a shift in the behaviour of consumers, as they have become more aware of their own capacity to borrow and to pay back credit. Deanna Oppenheimer argued that changes in individual behaviours are more effective than any regulation.

**REGULATIONS**

“Today, the economy is global, the financial market is global, but regulations are national”, said Laurence Parisot, “and accumulating regulations is just not a solution”. Gary Litman then insisted on the necessity to harmonise regulations at the international level. Deanna Oppenheimer further developed this issue by describing the emergence in the world of a general understanding and consensus that people need more wide-spread and transparent regulations at the international level. This, however, does not mean one should try to regulate the financial world at the level of each product. This would be a mistake as such “micro” regulations would only be bypassed while the creation of new products continued. Therefore, the challenge is to develop practical and workable regulations. In addition, Deanna Oppenheimer remarked that: “since no one is able to provide solutions to every problem on his own, we need to bring people to sit together: industry leaders, central

“AS NO ONE IS ABLE TO PROVIDE SOLUTIONS TO EVERY PROBLEM ON HIS OWN, WE NEED TO BRING PEOPLE TO SIT TOGETHER: INDUSTRY LEADERS, CENTRAL BANKS, POLITICIANS, REGULATORS...”

Deanna Oppenheimer



Deanna Oppenheimer







From left to right: Y.Lan, D.Oppenheimer, M.L.Cattai, L.Parisot, G.Litman

banks, politicians, regulators etc...”, because, as Gary Litman argued, “people who write regulations need to better understand what could be the consequences of what they are doing”.

#### **GROWTH**

The audience wanted to hear more about the growth opportunities raised by new technologies. For the speakers, there is no doubt that technology is the main driver for future development. Deanna Oppenheimer stated that the responding to the main challenge of quickly restoring confidence in the economy relies on our ability to strike the right balance between risk mitigation and innovation.

To end the session, Maria Livanos Cattai expressed the hope that all world intelligence working on innovation would continue to contribute to building a sustainable world economy.

“PEOPLE WHO WRITE REGULATIONS NEED TO BETTER UNDERSTAND WHAT COULD BE THE CONSEQUENCES OF WHAT THEY ARE DOING”

Gary Litman



Laurence Parisot, Gary Litman

# THE OFFICIAL MIDDLE EAST DELEGATION

THE OFFICIAL DELEGATION OF THE WOMEN'S FORUM IN 2009 HONoured THE MIDDLE EAST REGION, WITH THE PRESENCE OF 42 EXCEPTIONAL WOMEN FROM BUSINESS, NGOS, AS WELL AS POLITICS, ACADEMIA AND THE SCIENCES. A SPECIAL DEDICATED PROGRAMME IN PARIS PRIOR TO THE FORUM INCLUDED AN OFFICIAL LUNCHEON AT THE "HÔTEL DES MINISTRES", (ECONOMY AND

FINANCE MINISTRIES) HOSTED BY ADETEF, THE INTERNATIONAL TECHNICAL COOPERATION AGENCY OF THESE TWO MINISTRIES. THE DELEGATION THEN VISITED THE JEWELLER MELLERIO DITS MELLER AND ITS WORKSHOPS BEFORE ATTENDING A PRIVATE RECEPTION AT THE AUCTION HOUSE ARTCURIAL. THE FOLLOWING DAY THE MEMBERS OF THE OFFICIAL DELEGATION VISITED THE FRENCH SENATE



*The Official Middle East Delegation*

AND MET GÉRARD LARCHER, SENATE PRESIDENT AND SOME OF THE WOMEN VICE-PRESIDENTS OF THE SENATE AND OTHER REPRESENTATIVES OF THE MIDDLE EAST FRIENDSHIP GROUPS. THE PARIS PROGRAMME ENDED WITH A LUNCHEON AT THE LOUVRE MUSEUM HOSTED BY THE LAFARGE GROUP, WORLD LEADER IN BUILDING MATERIALS AND PARTNER OF THE MIDDLE EAST DELEGATION, WITH AN EXCLUSIVE VISIT OF THE LOUVRE, AS LAFARGE IS A KEY SPONSOR OF THE ISLAMIC ARTS DEPARTMENT.

THE WOMEN'S FORUM IN DEAUVILLE WAS AN OCCASION FOR THE OUTSTANDING WOMEN OF THE DELEGATION TO SHARE THEIR EXPERIENCE AND THEIR VISION OF THE WORLD AND RELATED ISSUES WITH THE PARTICIPANTS OF THE FORUM, AND TO EXPRESS THEIR VIEWS ON THE INCREDIBLE CHANGES TAKING PLACE IN THE MIDDLE EAST IN ITS STRATEGIC POSITION BETWEEN EUROPE AND ASIA.



*Laurent Dassault, Jiskala Khalayli*

#### WELCOME LUNCH

**Tuesday 13 October**

The welcoming lunch for the Middle East Delegation was held at the "Hotel des Ministres" of the French Economy and Finance Ministries. It was hosted by ADETEF,

#### SPEAKERS:



**Agnès Arcier**  
President, ADETEF, France



**Aude Zieseniss de Thuin**  
President and Founder,  
The Women's Forum for  
the Economy and Society,  
France



*Ludovic Morinière (ADETEF), Jula Haji*

the International Technical Cooperation Agency of the Ministries of the Economy and Finance.

Agnès Arcier, President of ADETEF, first welcomed the members of the Middle East Delegation. She then presented ADETEF which is chaired by two Ministers: the Minister of the Economy, Christine Lagarde, and the Minister for the Budget, Eric Woerth. ADETEF is responsible for all technical assistance provided by the two Ministries in the field of economic and public finance governance, and public administration reform. This technical assistance can take the form of consulting support, training or seminars.

ADETEF has already led several projects in the Middle East including in Bahrain, Egypt, Jordan, Kuwait, Lebanon, Palestine and Syria. Such projects resulted in the implementation of a major framework agreement with the Lebanon Institute of Finance, a memorandum with the Egyptian Ministry of Economy, a centre for training in the Palestinian territories and a bilateral cooperation programme with Syria.

Aude Zieseniss de Thuin reiterated her delight that the Official Delegation at the Women's Forum was from the Middle East, a key strategic area at the crossroads of the economy and civilisations. She thanked ADETEF for their memorable lunch reception in the outstanding location of the "Hôtel des Ministres", a wonderful place to begin the two day Parisian programme of the Official Delegation.

**"I WOULD LIKE  
TO BE YOUR  
MAGICIAN"**

*Laurent Dassault*



Private reception at the Artcurial Auction House

### PRIVATE RECEPTION AND PREVIEW SHOW AT THE ARTCURIAL AUCTION HOUSE

**Tuesday 13 October**

Laurent Dassault, Head of Artcurial's Development Committee, welcomed the members of the Official Delegation to the "Hôtel Marcel Dassault".

He quoted Assia Djebar, who was elected in 2005 to the Académie Française, a highly prestigious institution tasked with protecting the heritage of the French language. Assia Djebar was the first writer from the Maghreb recognised by the institution. Assia Djebar wrote: "I write, like so many other Algerian female writers with a sense of urgency, against regression and misogyny".

Laurent Dassault noted that today in Iran, more and more artists and intellectuals are being recognised for their work. In fact, Artcurial has devoted an auction to Iranian contemporary art.

To conclude Laurent Dassault quoted François Truffaut: "Everything I did, it was for women. Women are magic [...] therefore I became a magician". Laurent Dassault commented that he would like to be a magician too: the magician of the Middle East Delegation.

#### SPEAKERS:



**Francis Briest**  
Co-President of Artcurial,  
France



**Laurent Dassault**  
Head of Artcurial's  
Development Committee,  
France



**François Tajan**  
Co-President of Artcurial,  
France



**Aude Zieseniss de Thuin**  
President and Founder,  
The Women's Forum for  
the Economy and Society,  
France

#### L'ESSENTIEL

LA DÉLÉGATION OFFICIELLE DU WOMEN'S FORUM A MIS CETTE ANNÉE À L'HONNEUR LE MOYEN-ORIENT AVEC LA VENUE DE 42 FEMMES D'EXCEPTION ISSUES DU MONDE DES AFFAIRES, DES ONG AINSI QUE DES SPHÈRES POLITIQUE, ACADÉMIQUE ET SCIENTIFIQUE. UN PROGRAMME SPÉCIAL A ÉTÉ CONÇU À LEUR INTENTION, EN AMONT DU FORUM, À PARIS: ACCUEILLIES POUR UN DÉJEUNER OFFICIEL À « L'HÔTEL DES MINISTRES » DU MINISTÈRE DE L'ECONOMIE ET DES FINANCES FRANÇAIS PAR L'ADETEF, L'AGENCE DE COOPÉRATION TECHNIQUE INTERNATIONALE DES MINISTÈRES CHARGÉS DE L'ÉCONOMIE ET DU BUDGET ELLES ONT PU ENSUITE VISITER LA MAISON DE JOAILLERIE MELLERIO DITS MELLER ET SES ATELIERS PUIS ONT ÉTÉ REÇUES POUR UNE RÉCEPTION PRIVÉE À LA MAISON DE VENTES AUX ENCHÈRES ARTCURIAL ; LE LENDEMAIN ELLES ONT ÉTÉ REÇUES AU SÉNAT ET ONT PU ÉCHANGER AVEC MR GÉRARD LARCHER, PRÉSIDENT DU SÉNAT AINSI QUE DES FEMMES VICE-PRÉSIDENTES DU SÉNAT ET REPRÉSENTANTES DES GROUPES D'AMITIÉS AVEC LE MOYEN-ORIENT. LEUR SÉJOUR À PARIS S'EST ACHEVÉ PAR UN DÉJEUNER AU MUSÉE DU LOUVRE ORGANISÉ PAR LAFARGE, LEADER MONDIAL DES MATÉRIAUX DE CONSTRUCTION ET PARTENAIRE DE LA DÉLÉGATION OFFICIELLE, ET UNE VISITE EXCLUSIVE DU MUSÉE DU LOUVRE, DONT LE GROUPE EST L'UN DES GRANDS MÉCÈNES DU DÉPARTEMENT DES ARTS ISLAMIQUES. LE WOMEN'S FORUM AURA ÉTÉ L'OCCASION POUR LES PERSONNALITÉS DE CETTE DÉLÉGATION DE PARTAGER LEURS EXPÉRIENCES ET LEUR VISION DU MONDE ET DE SES PROBLÉMATIQUES ACTUELLES AVEC LES PARTICIPANTS DU FORUM ET DE S'EXPRIMER SUR LES CHANGEMENTS EXTRAORDINAIRES QUE CONNAIT LE MOYEN-ORIENT EN TANT QUE PLATEFORME ET CARREFOUR ENTRE L'EUROPE ET L'ASIE.

François Tajan, Co-President of Artcurial, presented the leading French auction house. Created seven years previously, Artcurial organises 100 auctions per year, covering many areas. One of these included painted horses, a collection of Amir Homayoun Sadri that involved 21 Iranian artists for the opening of the Teheran race course in 2006. One of those horses was displayed in the centre of the room. François Tajan then invited the delegation to enjoy the preview show of Art Deco and Design, and the cocktail dinner.

### VISIT TO THE FRENCH SENATE

#### Wednesday 14 October

After a tour of the senate building punctuated by historic anecdotes about Marie de Médicis' architecture and the French Senate's composition and history, the delegation gathered in the Senate President's salon.

Opening the session, and on behalf of the Official Delegation Suhair Al Ali, Jordanian Minister of Planning and International Cooperation examined the historic ties between France and Jordan. She emphasized the need to expand dialogue and bring the people of France, Jordan and the

#### SPEAKERS:



**Suhair Al Ali**  
Minister of Planning and  
International Cooperation,  
Jordan



**Gérard Larcher**  
President of the Senate,  
France

Note: In accordance to official protocol, Mr. Larcher's speech was in French with real time translation.



*Gérard Larcher, Suhair Al Ali*

Middle East together beyond the government level. She cited the strength of the Arab women in the Official Delegation and the wide range of sectors represented such as banking, professional services, fashion, information technology and the sciences.

The Minister expressed a clear desire to dispel the wrong image of Arab and Islamic women. "The Arab world has invested heavily in education and health. The women here are representative of the results achieved", she continued,



*Visit to the French Senate*

“networking between women internationally will have a significant impact on the region”. She cited the Women’s Forum as a unique opportunity to continue networking. Minister Suhair Al Ali also thanked France for its friendship with Jordan.

Gérard Larcher, the French Senate President, began his speech by thanking the Middle East Delegation for their presence, and introducing the Vice-President of the Senate as well as the women senators present. He explained that the senators in attendance represented all the major French political parties and members of the special Middle East friendship committees.



*H.Rachid, A.Hassouna, Y.El Hamaki, N.Bakr, R.Abdou, L. Zaklama*

Gérard Larcher particularly mentioned the special relations between France and the Middle East countries citing examples such as Jordan, Egypt and Syria.

“It is satisfying to see how women have taken responsibilities”, he continued, “I can still remember that my mother had to ask my father for permission to open a bank account”. Gérard Larcher described the long standing history of recognition of French women however he conceded that even if a lot of progress has been made, today still only 22% of senators in France are women.

The Senate President supported Minister Suhair Al Ali’s comment regarding a new image for Arab women and emphasized that the role of women would also be to har-

**“THERE IS A CLEAR VISION TO EMPOWER WOMEN POLITICALLY AND ECONOMICALLY”**

Suhair Al Ali

**“YOU REPRESENT THE DIVERSITY OF THE MIDDLE EAST. IT IS SATISFYING TO SEE HOW WOMEN HAVE TAKEN RESPONSIBILITY”**

Gérard Larcher



*the art of jewellery at Mellerio dits Meller*

monize the image of Muslim and Non-Muslim women in the region.

Gérard Larcher ended his speech by wishing the Delegation all the best for the forum and for the dialogue to continue.

**LUNCHEON AT THE MUSEE DU GRAND LOUVRE**

The Lafarge Group, partner of the Official Delegation, hosted a luncheon at the “Musée du Grand Louvre” which was attended by members of the Executive Committee. Sara Ravella, SVP Group Communications of Lafarge welcomed the members of the Middle East Delegation, expressing her delight at their presence and as an illustration of the commitment of the Group to the region. Eric Olsen, Execu-



*W.Tarnowska, H.Saab, J.Haji, M.Al Haffed, D.Bibi*

tive VP for Organization and Human Resources at Lafarge outlined the Group's activities in the Middle East region, citing particularly the recent acquisition of Orascom, the leading cement group of the area, and the development of the largest production site for cement in Egypt. Within its 2012 Sustainability Ambition, Lafarge is committed to increasing the number of women in senior management roles (20% by 2012) and has initiatives to promote cultural diversity in the Group, including the integration of expatriates from all countries in executive committees of business units. Combining its commitment both to the Middle East Region (birthplace of Islamic art), and to architectural innovation, Lafarge is a long-term sponsor of the future Islamic Art department of the Louvre. Sophie Makariou, Islamic Arts Collection curator at the Louvre Museum, gave a presentation of the project: the innovative partnership between the architects Rudy Ricciotti and Mario Bellini, and Lafarge with its creative materials and sustainable construction methods, the delicate restoration work in progress on the Islamic Art collection, one of the world's finest, and illustrations of how this contemporary project will sit within the Cour Visconti in the centre of

**SPEAKERS:**



**Sophie Makariou**  
Islamic Arts Collection  
Curator, Louvre Museum,  
France



**Eric Olsen**  
Executive VP for  
Organization and Human  
Resources, Lafarge Group,  
USA



**Sara Ravella**  
SVP Group  
Communications, Lafarge,  
Italy



*Sara Ravella, Rend Al Rahim*

the South Wing of the Louvre. The future Islamic Art department will open in 2011/2012.

After the sit-down lunch, members of the Middle East delegation were given an exclusive visit to key works within the Louvre before leaving Paris for Deauville.



*The Official Middle East Delegation with Bruno Lafont (CEO of Lafarge)*

# OFFICIAL DELEGATION: MIDDLE EAST WOMEN'S CAREERS IN THE MIDDLE EAST

Thursday 15 October 2009

GENDER DISCRIMINATION CONCERNS NOT ONLY THE MIDDLE EAST, BUT ALSO OUR WIDER SOCIETY. NEVERTHELESS, IT IS TRUE THAT FIGURES SHOW THAT WOMEN IN ARAB COUNTRIES ARE LESS REPRESENTED IN PARLIAMENT THAN IN NORTHERN COUNTRIES. BOTH SPEAKERS FOCUSED FIRST ON THE SCIENCE AND TECHNOLOGY WORLDS, CRITICISING THE LACK OF WOMEN IN THIS FIELD, BUT EMPHASIZING EXISTING "SUCCESS STORIES" AND THE OPPORTUNITIES ARISING FROM THE FUTURE SHORTAGE OF ENGINEERS. FINALLY, SPEAKERS AND PARTICIPANTS AGREED THAT THE ONLY WAY TO REDUCE GENDER DISCRIMINATION IS TO EMPOWER WOMEN, THROUGH LONGER-TERM GOVERNMENT ACTIONS, TRAINING AND EDUCATION.



#### SPEAKERS:



**Diala Al Haj Aref**  
Minister of Social Affairs  
and Labor of Syria



**Yves Barrou**  
SVP Human Resources,  
Thales, France

#### MODERATOR:



**Nahida Nakad**  
Head of News, Arabic  
Service, France 24,  
Lebanon/France



*Yves Barrou*



*Nahida Nakad*

#### **GENDER DISCRIMINATION IS A GLOBAL MATTER**

Throughout the session it was difficult for the speakers to focus on the Arab world as they both agreed that the problem of gender discrimination within public and private institutions was apparent everywhere. Yves Barrou even stated: "the glass ceiling does exist, it exists everywhere and it is the same everywhere". According to Yves Barrou, the glass ceiling appears more visibly at two instances of a woman's career: at the time of her recruitment, because managers tend to recruit people who resemble their current colleagues, and when the woman marries and has children. Nevertheless, Nahida Nakad pointed out that there are 18.5% of women in Parliament in Northern countries, whereas there are only 9% in the Arab world.



Yves Barrou agreed that there were differences between countries, but he highlighted the need for private companies to develop international programmes where all employees from different countries shared the same vision of a good work place, even though they would not start at the same point nor share the same roadmaps.

#### WOMEN IN SCIENCE AND TECHNOLOGY

After stating that girls tend to pursue studies in literature more than in science and technology, Diala Al Haj Aref emphasized the fact that this situation could not be explained by differences in skills. Diala Al Haj Aref was very proud to list a large number of Arab women who had been recognised for their contribution to the scientific world. The audience particularly appreciated the story of a Syrian astronomer, Rim Turkmani, who wrote: “I, who could not write this short introduction until after I put my baby to bed and made sure he was asleep, was astounded to learn that Leila (Leila Abdel Haqq Belkoura, a young Moroccan astrophysicist) had begun writing this book while pregnant and completed it after becoming a mother”.

#### EMPOWERING WOMEN THROUGH GOVERNMENT ACTION AND EDUCATION

When Diala Al Haj Aref was asked about the role governments had to play in order to foster women’s careers in the Middle East, she first reminded the audience that she was strongly opposed to quotas and instead favoured “empowering women” through education and training. Diala Al Haj Aref explained that the empowerment of women was not a short term goal but a strategic and long term achievement that requires sustained efforts. This could only succeed with the commitment of governments and stakeholders to long-term policies and programmes.



Diala Al Haj Aref, Nahida Nakad, Yves Barrou

“I DO NOT BELIEVE IN HELPING BUT IN EMPOWERING”

Diala Al Haj Aref



Diala Al Haj Aref

Both speakers agreed that education was fundamental in order to empower women’s careers. Diala Al Haj Aref criticised the tendency of Arab parents to spend more money on their son’s education. Yves Barrou blamed the guidance given to women when choosing their studies, as they were often directed to more literary courses.

#### L’ESSENTIEL

LA DISCRIMINATION HOMME-FEMME EST UN SUJET QUI NE CONCERNE PAS UNIQUEMENT LE MOYEN-ORIENT MAIS BIEN L’ENSEMBLE DE NOS SOCIÉTÉS. NÉANMOINS, IL EST VRAI QUE LES CHIFFRES MONTRENT UNE SOUS-REPRÉSENTATION DES FEMMES AU SEIN DES INSTANCES PARLEMENTAIRES DANS LES PAYS ARABES PAR RAPPORT AUX PAYS OCCIDENTAUX. LES DEUX INTERVENANTS SE SONT TOUT D’ABORD CONCENTRÉS SUR LE MONDE SCIENTIFIQUE ET TECHNOLOGIQUE, CRITIQUANT LE MANQUE DE FEMMES DANS CE DOMAINE MAIS INSISTANT SUR LES « SUCCESS STORIES » EXISTANTES ET LES OPPORTUNITÉS QUI VONT APPARAÎTRE AVEC LE MANQUE À VENIR D’INGÉNIEURS. ENFIN, LES ORATEURS ET LES PARTICIPANTS SE SONT ACCORDÉS POUR DIRE QUE LE SEUL MOYEN DE RÉDUIRE LA DISCRIMINATION HOMME-FEMME ÉTAIT DE VALORISER LES FEMMES, VIA DES ACTIONS GOUVERNEMENTALES DE LONG TERME, LA FORMATION ET L’ÉDUCATION.

“THE GLASS CEILING DOES EXIST, IT EXISTS EVERYWHERE AND IT IS THE SAME EVERYWHERE”

Yves Barrou

# OFFICIAL DELEGATION: MIDDLE EAST INFRASTRUCTURE AS A DRIVER FOR BUSINESS DEVELOPMENT IN THE MIDDLE EAST

Friday 16 October 2009

BUILDING A MODERN INFRASTRUCTURE IS AN ESSENTIAL STEP TOWARDS SUSTAINABLE ECONOMIC DEVELOPMENT IN ANY COUNTRY. IT IS CRUCIAL FOR THE DEVELOPMENT OF INDUSTRY, BUT ALSO CONTRIBUTES CONSIDERABLY TO IMPROVING THE STANDARDS OF LIVING OF THE LOCAL POPULATION. THE ROLE PLAYED IN THIS FIELD BY AMERICAN AND EUROPEAN COMPANIES, SUCH AS THE LAFARGE GROUP, IS ESSENTIAL. A GOOD ILLUSTRATION IS THE SOLID CONTRIBUTION THESE COMPANIES GAVE TO ACCELERATE THE BUILDING OF INFRASTRUCTURE IN KURDISTAN, WHICH EFFECTIVELY SPARKED THE BEGINNINGS OF ECONOMIC DEVELOPMENT. NEVERTHELESS, FOR FOREIGN COMPANIES PRESENT IN DEVELOPING COUNTRIES THE SITUATION IS NOT EASY: COUNTRIES EXPECT A ROBUST AND LONG-TERM COMMITMENT FROM THEM, WHICH SHOULD ALSO RESULT IN THE TRAINING OF LOCAL WORKERS AND THE TRANSFER OF KNOW-HOW.

Parwen Babaker, President of WZA Petroleum and former Minister of Energy in Kurdistan, and Bruno Lafont, Chairman and CEO of the Lafarge Group, the world leader of building materials, were interviewed by Nahida Nakad, Head of News, Arabic Service, France 24. Drawing from their respective experience in the Middle East and in Iraq in particular, the panellists were asked to share their insights on infrastructure and development in the region.

#### SPEAKERS:



**Parwen Babaker**  
President, WZA Petroleum,  
Iraq



**Bruno Lafont**  
Chairman and CEO,  
Lafarge Group, France

#### MODERATOR:



**Nahida Nakad**  
Head of News, Arabic  
Service, France 24,  
Lebanon/France



*Bruno Lafont, Nahida Nakad, Parwen Babaker*

#### **INFRASTRUCTURE: A MAJOR CHALLENGE FOR ECONOMIC GROWTH IN IRAQ**

Parwen Babaker described improving infrastructure as a major challenge for both economic growth and social development, providing crucial means and services to ensure an efficient and competitive production activity. Furthermore, access to affordable electricity and drinking water is an essential and basic element towards improving the living standards of a population. She emphasized the importance of the involvement of foreign companies in the development of infrastructure and the economy in both Kurdistan and Iraq. The Lafarge Group for example has played an important role.

### HOW LAFARGE APPROACHES WORKING IN COUNTRIES IN THE MIDDLE EAST

Bruno Lafont explained that being present in the Middle East countries, the Group has to make a permanent effort to gain the authorisation to operate every day. The company has to demonstrate that they are able to create value for the environment by applying a consistent level of requirements. The principle of the Lafarge Group is to apply the same safety standards everywhere. They invest heavily in training in order to work with the best local teams. For Parwen Babaker, technological know-how is the key criteria when selecting foreign companies wishing to establish their business in Kurdistan. She also added that any contribution from foreign companies to social development - such as education - is welcomed. Bruno Lafont added that as part of its corporate social responsibility to promote sustainable development, Lafarge is committed to supporting the regions where the Group operates, improving health and safety, education, and the environment. The Group also partners with UNICEF on several social initiatives.

### THE CONTRIBUTION FROM FOREIGN COMPANIES TO THE ECONOMIC DEVELOPMENT IN THE MIDDLE EAST

Parwen Babaker specified that the arrival of foreign companies in Iraq was usually accompanied by the privatisation of some existing national structure. On the one hand, the local workforce may find it difficult to adapt to a performance or competition culture they have never experienced, but on the other hand, privatisation enables an increase in revenue for the local employees and an improvement in their standards of living. Questioned by the audience on the partnerships between international organisations and private companies, Bruno Lafont explained that infrastructures such as power plants, pipelines for oil or gas



Bruno Lafont

“THE ARRIVAL OF FOREIGN COMPANIES IN KURDISTAN AND IRAQ WAS KEY TO THE DEVELOPMENT OF BOTH INFRASTRUCTURE AND THE ECONOMY OF THE REGION”

Parwen Babaker



Nahida Nakad

Parwen Babaker

“THE GROUP HAS TO MAKE A PERMANENT EFFORT TO DESERVE THE AUTHORISATION TO OPERATE EACH DAY. WE HAVE TO DEMONSTRATE THAT WE ARE ABLE TO CREATE VALUE FOR THE ENVIRONMENT BY RESPECTING THE ENVIRONMENT WITH THE SAME LEVEL OF REQUIREMENTS EVERYWHERE”

Bruno Lafont

transportation, ports or railways, are necessary to run a cement plant. Hence, they represent potential investment opportunities for partnerships. The Lafarge Group is cautious about these investments as they condition whether a plant is competitive or not.

### L'ESSENTIEL

LA MISE EN PLACE D'UNE INFRASTRUCTURE MODERNE EST UNE CONDITION NÉCESSAIRE AU DÉVELOPPEMENT ÉCONOMIQUE DURABLE D'UN PAYS. ELLE EST INDISPENSABLE AU DÉVELOPPEMENT DE L'INDUSTRIE MAIS CONTRIBUE ÉGALEMENT À AMÉLIORER CONSIDÉRABLEMENT LES CONDITIONS DE VIE DES POPULATIONS LOCALES. LE RÔLE JOUÉ DANS CE DOMAINE PAR LES ENTREPRISES AMÉRICAINES ET EUROPÉENNES, DONT LE GROUPE LAFARGE, EST PRIMORDIAL. ON PEUT CITER À CE TITRE LA FORTE CONTRIBUTION DE CES ENTREPRISES À L'ACCÉLÉRATION DE LA RECONSTRUCTION DES INFRASTRUCTURES AU KURDISTAN, QUI Y A EFFECTIVEMENT PERMIS L'AMORCE D'UN DÉVELOPPEMENT DE L'ÉCONOMIE. EN MÊME TEMPS, L'INTERVENTION DES ENTREPRISES ÉTRANGÈRES DANS UN PAYS EN VOIE DE DÉVELOPPEMENT N'EST PAS SANS DIFFICULTÉ : LES PAYS DEMANDENT UN ENGAGEMENT FORT ET À LONG TERME DE LEUR PART, ET QUI DOIT ÉGALEMENT SE TRADUIRE PAR LA FORMATION DE LA MAIN-D'ŒUVRE LOCALE ET UNE TRANSMISSION DU SAVOIR-FAIRE.



*Gérard Mestrallet,  
Chairman & Chief  
Executive Officer,  
GDF SUEZ*

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36\_WOMEN'S FORUM\_2009 WHITEBOOK

# CEO INTERVIEW GDF SUEZ

Gérard Mestrallet, Chairman & Chief Executive Officer, GDF SUEZ



**For which principal reasons does your company partner the Women's Forum for the Economy and Society?**

GDF SUEZ is a founder partner of the Women's Forum and we have been supporting this initiative since its start-up in 2005 because the ambitions of the Forum totally reflect the values and actions that guide our Group. The Women's Forum is a formidable international "Think Place" to which highly influential women bring their contribution and vision on the vital issues that concern each and every one of us – today's and tomorrow's economic and social choices. Back in 2005, at the very first Women's Forum, I presented my belief in the important and growing role of women in the economy. Since then, GDF SUEZ has conducted a strategic thinking programme on the place of women in the Group and has instigated numerous actions to promote a diverse mix. I am convinced that women have a key role to play in the highest echelons of our companies and a major Group like ours cannot thrive without female talents.

**If you had to choose one initiative, one decisive change to encourage the advancement of women in the corporate field, what would it be?**

At GDF SUEZ, we have decided to promote the visibility and solidarity of women in our Group. The capacity to recognize ourselves and each other, to discuss our business lines and professions as well as develop the company's informal codes, and the capacity to network – these are all essential aspects of power in the company. Traditionally, these ways of being and doing tended to be reserved for men. It is time for women to adopt these tools and for the GDF SUEZ community of women to be

more visible. So, in 2008, we created a network for women in the Group, WIN (Women In Networking), of which the Group's senior female managers are automatically members. Our network now numbers more than 200 women and enables us to ensure that the voices and contributions of the Group's female employees are conveyed to the highest levels of the Group.

**In your opinion, who is the most remarkable woman on the world stage in the past decade and why?**

I don't have a model of an individual female success in mind. I admire and support all the women in our Group who make an impact and become recognized as top professionals.

**The 2009 programme – with the theme "Think again, think ahead" – invites us to propose and implement new ideas and business models. What is your vision of tomorrow's world?**

As has been clearly shown by the crisis – we need to rethink our economic model to foster sustainable performance for all. In this context, I firmly believe that a mix is a major benefit. A number of studies have shown that a mix is simultaneously a factor in social dynamism, a stimulator of performance and a catalyst for innovation because women bring a certain diversity of thought and action that enriches our companies. Enhancing female talents, encouraging a better male/female balance at all levels of the company – that is my vision for the future. I believe that progress will be made with women in a heightened awareness of our responsibilities to society and the environment.



2009 WHITEBOOK\_WOMEN'S FORUM\_37

# CONSUMING:

## IS THERE A POST-CRISIS CONSUMER? A GLOBAL CONSUMER? DO WE WANT A CONSUMER BEHAVIOUR SHIFT? WHICH ONE?

Thursday 15 October 2009

HAS THE CRISIS CREATED A NEW PROFILE OF CONSUMER? MOST CHANGES WERE IN FACT ALREADY THERE; ONLY THE CRISIS ACCELERATED THEIR PACE. CONSUMER BEHAVIOURS ARE NOW MORE RATIONAL, SEARCHING FOR THE RIGHT PURCHASE, FROM A PRICE AND ETHICAL POINT OF VIEW. THE CONSUMER IS REFLECTING THE MORAL REBIRTH OF SOCIETY WITHOUT TAKING AWAY THE PLEASURE OF SHOPPING. THIS TREND FOR ETHICAL CONSUMPTION CAN BE OBSERVED IN BOTH DEVELOPED AND EMERGING COUNTRIES.



Mercedes Erra

“WE CELEBRATED TOGETHER THE HYPER CONSUMPTION ERA, ARE WE NOW ALL ENTERING EDUCATION CAMPS TO RECEIVE SALVATION FOR OUR PAST BEHAVIOURS?”

Valérie Toranian



Valérie Toranian

### WHAT ARE THE NEW CONSUMPTION BEHAVIOURS EMERGING FROM THE CRISIS?

For Patricia Frydman-Maarek from L'Oréal, the changes are not so much related to the crisis, but rather the crisis has accelerated the pace of the ongoing mutations. In regards to beauty, women are not willing to downgrade their expectations. They will not stop taking care of themselves. What differs is that their purchases become more rational. They weigh up their choices, assess their true values, and find tricks and new opportunities using their social networks, to still have the pleasure of a smart purchase.

Valérie Toranian, from *ELLE Magazine*, also argues that the changes are not related to the crisis. However, the crisis did

create a new fashion: the *recessionista*, being hype while using new cheaper consumption or the *frugalista* being trendy while being thrifty. Western society is developing new values. These evolutions are found as much among wealthy consumers, who keep on spending as they did before, but rather they are found among the middle classes. These consumers are now shaping a mixed demand based on ethics and pleasure.

Mercedes Erra, publicist at Havas, argued that the crisis is not just a financial crisis despite what we hear in the media. Consumers from Western countries talk about a moral, ethical crisis which is even said to be well-deserved considering the excesses of the past years. However, people do not want less; but they want consumption to be grounded back into reality. The supermarket shopping fiesta is over. Consumers need convincing arguments to go through with a purchase. The classic communication, based on a brand product and image, is no longer sufficient. People screen what is behind the purchase: How does the company treat its employees? How was the good produced? Innovation, which used to rank second or third in the consumer's



Patricia Frydman Maarek

#### SPEAKERS:



**Mercedes Erra**  
Executive President of Euro RSCG Worldwide, Managing Director of Havas and Founder of BETC Euro RSCG, France



**Patricia Frydman-Maarek**  
Head of Market Research and Consumer Insights, L'Oréal Consumer Division, France



**Meglana Kuneva**  
European Commissioner for Consumers, Bulgaria



**Antonella Mei-Pochtler**  
Senior Partner & Managing Director, Vienna, Boston Consulting Group, Italy



**Valérie Toranian**  
Editor-in-Chief, ELLE Magazine, France

#### MODERATOR:



**Hung Huang**  
CEO, China Interactive Media Group, PRC



Antonella Mei-Pochtler

decision process, is now in the eighth position. The ever-changing product is no longer a must but rather an anxiety driver. Consumers demand quality.

#### BEHIND THESE CHANGES WHAT TRENDS ARE EMERGING?

Antonella Mei-Pochtler summarises these new behaviours as a switch from the “I have” consumer to the “I am” consumer. She depicts six marketing trends. First “Trading Up and Trading Down”: not all good consumptions are equal. Consumers adjust and order their priorities. Secondly the “No Logo” trend: the “show-off” era is over, disenchantment brought consumers back to quality. Thirdly “Green and Authentic”: goods and services that are environmentally-friendly and capture the consumer's attention. Fourth, “Ethical” consumption: consumers



From left to right: P.Frydman Maarek, M.Erra, V.Toranian, H.Huang, M.Kuneva, A.Meï-Pochtler

have higher expectations demand higher standards from companies. Fifth, the “Next Billion”: Brazil, China, India and African countries are spending altogether one trillion dollars, and their markets are just emerging. Finally the “Female Economy”: Antonella Mei-Pochtler declares “a lot of men’s values landed us in this crisis; female values will take us out of it”. Women control disposal income, they also represent the highest potential increase in income. They will be the buying the power of tomorrow.

#### HOW SHOULD WE FULFIL AND COPE WITH THESE CHANGES?

Meglana Kuneva represents the European consumers, but stresses that the changes need to be managed globally. Even more so now that social networks are driving purchasing power and habits. Consumers will even consult Twitter just to buy toothpaste. We are in a participative economy. Products are also global; any object has been spinning around the world before landing in the hands of end-users. Thus what the consumer needs is safety and certainty. Enforcement and regulations cover products, but

“ALL CONSUMERS ARE BECOMING RATIONAL AND ETHICAL PLEASURE-SEEKERS”

Hung Huang



Hung Huang





what about services? If we focus on fair commercial practices how can we ensure ethical practices are maintained throughout the product life?

This is where education becomes critical. How can we educate consumers to make the right choice? Answers will be found in the coming years.

However, we cannot expect these new behaviours to change society. We need politicians to act and take measures. We are all looking forward to the outcomes from the Copenhagen summit.

#### ARE THESE CHANGES AND TRENDS ALSO TRUE FOR EMERGING COUNTRIES?

Hung Huang explains that Chinese consumers are still making purchasing choices mainly based on pleasure; they still have a little bit of catching up to do with Western countries. However, sustainable development and ethical business behaviours are also part of their priorities. The two top Chinese companies are green companies. The new generation born in the 80s has similar consumption demands to Westerners: “no logo”, more ethics. Emerging

#### “WOMEN ARE THE BUYING POWER OF TOMORROW”

Antonella Mei-Pochtler

countries represent new growth and profit opportunities. In fact the next billion may even find shortcuts to benefit from these ethical behaviours and new markets opportunities. Worldwide, even if the pace of change differs, it seems that all consumers are becoming rational and ethical pleasure-seekers.

#### L'ESSENTIEL

Y A-T-IL UN CONSOMMATEUR DE L'APRÈS CRISE ? UN CONSOMMATEUR GLOBAL ? VOULONS-NOUS D'UN CHANGEMENT DANS LE COMPORTEMENT DU CONSOMMATEUR ? LEQUEL ?

EN FAIT, LES TROIS INTERVENANTES S'ACCORDENT À DIRE QUE LA CRISE N'A FAIT QU'ACCÉLÉRER LES CHANGEMENTS DÉJÀ EN MARCHÉ. LES NOUVEAUX COMPORTEMENTS DE CONSOMMATION SERONT PLUS RATIONNELS, À LA RECHERCHE DE L'ACHAT JUSTE, À LA FOIS DANS LE PRIX ET DANS L'ÉTHIQUE. LE CONSOMMATEUR REFLÈTE LA RENAISSANCE D'UNE SOCIÉTÉ PLUS MORALE SANS POUR AUTANT OCCULTER LE PLAISIR. CE CONSTAT EST AUSSI VALABLE POUR LES PAYS ÉMERGENTS QUI Y TROUVENT LA SOURCE DE NOUVEAUX MARCHÉS.



Meglana Kuneva

# PLUS ÇA CHANGE, PLUS C'EST LA MÊME CHOSE ? THE TRANSATLANTIC RELATIONSHIP IN THE OBAMA ERA

Hosted by OpenSkies

Friday 16 October 2009

ALTHOUGH BARACK OBAMA IS SEEN IN EUROPE AS A FIGURE OF HOPE, IT MAY PROVE DIFFICULT FOR HIM TO LIVE UP TO ALL EXPECTATIONS. CONSIDERING THE NUMBER OF PROBLEMS BESETTING THE WORLD'S ECONOMY TODAY, EUROPE'S LEGITIMACY AS A SOUND PARTNER IS QUESTIONED. WHAT ABOUT THEIR RESPECTIVE ROLE OR COLLABORATION IN THIS NEW COMPLEX ENVIRONMENT? A NEW ERA OPENS, AS EXPRESSED BY A PARTICIPANT: "WE NEED MORE OF OBAMA'S IDEAS. AND THAT IS A CHANGE IN ITSELF".

For both Leah Pizar, Member of the Executive Committee of the National Security Network in the US, and Alison Smale, Managing Editor of the International Herald Tribune, the main message is that: "Yes, plus ça change, plus c'est la même chose." For Alison Smale, there have been changes and Europe, despite being considered a natural partner, is in reality seen in the United States as a last priority. This is mainly due to the fact that the United States has a lot on its plate at present and is therefore unwilling to take on new tasks, but also because Europe "has failed to get its act together."

## IS EUROPE UP TO THE TASK?

Leah Pizar describes the current situation as a "be careful what you wish for" moment. As Alison Smale explains, after eight years of difficult transatlantic relationships, today given the vast number of problems to be settled in the world's

## INTRODUCED BY:



**Dale Moss**  
Managing Director,  
OpenSkies, France

## SPEAKERS:



**Leah Pizar**  
Member of the Executive  
Committee, National  
Security Network,  
and former Director of  
Communications, White  
House National Security  
Council, USA (2009  
Women's Forum Rising  
Talent)



**Alison Smale**  
Executive Editor,  
International Herald  
Tribune, France



Leah Pizar

economy, collaboration is not so easy. Even though the United States is eager to look to Europe for solutions, Leah Pizar wonders whether Europe is “up to the task, whether it will pull its act together, and whether it can have a coherent foreign policy”. Considering how the world has changed since both the fall of the Berlin wall and the events of 9/11, and despite a common desire to work together, both the lack of cohesion of 27 nations and the potential risk of failure of NATO remain a fundamental problem.

#### WHO IS IN CHARGE OF EUROPE?

Even though the European Union has a lot of soft power, “who commands it?”, remains the question.

Leah Pizar wondered whether such a broad union could ever produce a coherent economic policy.

Referring to the enormous discrepancy between the United States’ military power and that of every other NATO member, Alison Smale questioned if the gap could ever be closed.

Leah Pizar argued that the exercise of military power has changed, citing the enormous value of the intelligence collected by some European countries. As the nature of conflict evolves everyone will have to learn to cooperate.

#### WILL EUROPE AND THE UNITED STATES REACH AN AGREEMENT WITH IRAN?

Both sides want to reach an agreement on: “how to deal with Iran?” There is however a difference in vision and approach. Dale Moss believes that despite common objectives towards Iran, the strategies regarding the resolution of issues are different.

Both Leah Pizar and Alison Smale agree that Iran is sooner or later going to be in possession of a nuclear weapon so the question is more a matter of how to contain and deal with it. In the aftermath of the elections, there was an



Dale Moss

#### “WILL EUROPE AND THE UNITED STATES REACH AN AGREEMENT WITH IRAN?”

Alison Smale



Alison Smale

opportunity to create a different Iran. It is therefore important that both Europe and the United States align their positions in addressing both the strategic weapons question and the political question of whether: “an Iran that is at peace with itself might be more easily at peace with the outside world.” The session ended with a participant from Egypt referring to Barack Obama’s Nobel Peace Prize: “I have to disagree with you that he hasn’t done anything yet. Just promoting the idea of international diplomacy, empowering the UN, initiating a resolution for disarmament from the Security Council; it’s like Martin Luther King having his dream. It paid off in 2009 while the dream was in the 1960’s. We agree that we need more of Obama’s ideas and that is a change in itself”.

#### L’ESSENTIEL

BARACK OBAMA EST CONSIDÉRÉ EN EUROPE COMME UNE FIGURE D’ESPOIR, MALGRÉ TOUT IL LUI SERA DIFFICILE DE RÉPONDRE À TOUTES LES ATTENTES QUI REPOSENT SUR SES ÉPAULES.

PAR AILLEURS, LA PLACE DE L’EUROPE AU SEIN DE LA GÉOPOLITIQUE MONDIALE A ÉTÉ ÉVOQUÉE ET NOTAMMENT SA PERTE DE LÉGITIMITÉ EN TANT QUE PARTENAIRE DE CHOIX DANS UN CONTEXTE ÉCONOMIQUE DIFFICILE.

LES DEUX FEMMES ONT ÉGALEMENT PARLÉ DE LA POSITION DES PUISSANCES OCCIDENTALES VIS-À-VIS DE L’IRAN ET ESTIMENT QUE LA POLITIQUE DE « CONTAINMENT » (ENDIGUEMENT) EST INDISPENSABLE FACE À CE PAYS QUI SERA TÔT OU TARD EN POSSESSION DE L’ARME NUCLÉAIRE.

ENFIN, UNE PARTICIPANTE A RÉSUMÉ QUELQUES-UNES DES INITIATIVES IMMÉDIATES DE BARAK OBAMA ET A CONCLU PAR « NOUS AVONS BESOIN DE PLUS D’IDÉES D’OBAMA. ET CELA CONSTITUE UN CHANGEMENT EN LUI-MÊME ».

#### “IS EUROPE UP TO THE TASK, WILL IT PULL ITS ACT TOGETHER, CAN IT HAVE A COHERENT FOREIGN POLICY?”

Leah Pizar

# FROM ONE CRISIS TO THE NEXT: WHAT REALLY MATTERS

Friday 16 October 2009

ASSESSING FAIRLY THE INTERNATIONAL COMMUNITY'S RESPONSES TO CONFLICTS IMPLIES RECOGNISING PROGRESS AS WELL AS IDENTIFYING AREAS FOR IMPROVEMENT. WOMEN ARE OFTEN THE FIRST TO FALL VICTIM TO THESE CONFLICTS, AND AT THE SAME TIME THEY ARE INSTRUMENTAL IN REBUILDING SOCIETY ONCE THESE ARE OVER. HENCE, WOMEN SHOULD PLAY A MORE ACTIVE ROLE IN PEACE MISSIONS AND REBUILDING EFFORTS. IN ORDER TO REINFORCE THEIR POSITIONS AND DECISION-MAKING POWER WITHIN THE POLITICAL SPHERE, WOMEN MUST HAVE ACCESS TO EDUCATION AND PERSONAL DEVELOPMENT RESOURCES.

## L'ESSENTIEL

*DANS UN MONDE GLOBAL, DES CONFLITS ÉCLATENT TOUS LES JOURS À DIFFÉRENTS ENDROITS, DÉTRUISANT SOCIÉTÉS ET ÉCONOMIES, ET DÉGRADANT EN MÊME TEMPS LES CONDITIONS DE VIE DES POPULATIONS TOUCHÉES. LES FEMMES SONT DOUBLEMENT CONCERNÉES PAR CES CONFLITS. ELLES SONT LES PREMIÈRES VICTIMES DE VIOLENCES DURANT CES PÉRIODES CONFLICTUELLES, MAIS AUSSI SOUVENT LES PRINCIPALES ACTRICES DE LA RECONSTRUCTION. IL SERAIT DONC LÉGITIME QU'ELLES JOUENT UN RÔLE*

“THE INTERNATIONAL COMMUNITY IS BOTH TOO QUICK AND TOO SLOW IN ITS REACTION AND THE WAY IT DEALS WITH INTERNATIONAL CONFLICTS”

Sasha Havlicek



Sasha Havlicek

IMPORTANT DANS LES DÉCISIONS CONCERNANT LES RÉOLUTIONS DES CONFLITS ET LA RECONSTRUCTION EN TEMPS DE PAIX. POURTANT, CE N'EST PAS ENCORE LE CAS. POUR RENFORCER PLUS LARGEMENT LEUR PRÉSENCE ET LEUR POUVOIR DANS LES DÉBATS OFFICIELS, LES FEMMES DOIVENT POUVOIR DÉVELOPPER ET PRENDRE EN MAIN LEURS PROPRES RESSOURCES. ET POUR CELA, LEUR ÉDUCATION EST CRITIQUE.

Alison Smale, the moderator, introduced the session by asking the five panellists for insights on how women can contribute to improving international communities' response to conflicts and crises.

#### INTERNATIONAL COMMUNITIES' RESPONSE TO CRISES AND CONFLICTS

First, Louise Arbour, President-elect of the International Crisis Group, reminded the audience about the important progress made by the international community not so long ago when the International Court of Justice was established. The Court was set up as a political and legal authority superseding national jurisdictions. It has been used as a court of justice for peace process efforts. According to Sasha Havlicek, Executive Director of the Institute for Strategic Dialogue, "the International Community is both too quick and too slow in its reaction and the way it deals with international conflicts. They are too slow in reacting to warning signals and there is no clear political will to move forward seriously. But they also move out of conflict far too quickly – funding streams stop very fast when the conflict seems to come to an end. A transition period is not only necessary to reconstruct lives but also to prevent the next cycle of conflict." Christine Ockrent, COO of the French Television and Radio World Service, said she was concerned by the paradox between the huge flow of instantaneous information people receive thanks to new technologies and the decline in the general public's interests for financial, economic, social and humanitarian issues. She then stressed the necessity to push politicians, institutions and NGOs.

#### WOMEN, FIRST VICTIMS OF CRISES AND CONFLICTS

Louise Arbour recognizes that there has been a clear improvement in the way international institutions address human rights violations, which no doubt are increasingly a by-product of conflicts. At the same time, they shed light on the modern face of warfare. Indeed there are fewer truly

#### SPEAKERS:



**Louise Arbour**  
President-designate,  
International Crisis Group,  
Canada



**Sasha Havlicek**  
Executive Director, Institute  
for Strategic Dialogue, UK



**Christine Ockrent**  
COO, French Television  
and Radio World Service,  
France



**Dina Habib Powell**  
Global Head of Corporate  
Engagement, The  
Goldman Sachs Group  
Inc. USA



**Zainab Salbi**  
Founder, Women for  
Women International, Iraq

#### MODERATOR:



**Alison Smale**  
Executive Editor,  
International Herald  
Tribune, UK

**"WOMEN ARE STILL UNDER-REPRESENTED IN DECISION MAKING TABLES AND BOARDS"**

Zainab Salbi



From left to right : A.Smale, L.Arbour, S.Havlicek, C.Ockrent, D.Habib Powell, Z.Salbi



Zainab Salbi



From left to right : L.Arbour, S.Havlicek, C.Ockrent, D.Habib Powell, Z.Salbi

international conflicts, fewer fatalities on the battlefield, but the indirect cost of war is increasing – famine, disease, and economic hardship. Women and girls are now the first victims, not only of sexual violence or domestic abuse, but also of education deprivation. Using the example of the Bosnian conflict, Sasha Havlicek highlighted the fact that domestic violence usually increases after a conflict, when boys and men come back from war. While a hundred years ago, 90% of casualties of war were military casualties, today civilian casualties account for 90% of war casualties, and women are the most affected.

#### FOCUS THE DEBATE ON WOMEN

Zainab Salbi, Founder of Women for Women International, built on Louise Arbour's view, speaking about the women in Iraq who must keep life going in the midst of war, and emphasised the critical role of women in restoring peace and rebuilding society. But women are still under-represented in decision-making circles. And yet, they are skilled organis-

“WITHOUT ANY RESOURCES, WOMEN DO NOT HAVE THE OPPORTUNITY TO TAKE OWNERSHIP OF THEIR OWN LIFE”

Dina Habib Powell



Dina Habib Powell

ers and are able to bring the long-term perspective into decision-making. Zainab Salbi then focused the debate on what should be done to change the situation by pointing to three issues that need to be overcome. The first issue is money: out of every single dollar invested in development aid, half a cent goes to girls and around five cents go to women. Dina Habib Powell, Global Head of Corporate Engagement, Goldman Sachs Group Inc, mentioned Goldman Sachs' US\$100 million campaign launched in March 2008 aimed at providing 10,000 disadvantaged women around the world with business and management education. This initiative aims to build a new generation of entrepreneurs and to generate more jobs and revenues. Without any support, women do not have the opportunity to take ownership of their own resources. The second issue, as mentioned by President General Paul Kagame of Rwanda, is that such an initiative cannot exist without a strong commitment of the leadership. Last but not least, there is a need to convince men and women that changes cannot and should not occur without women, but this is certainly the most difficult change to achieve.

#### CRITICAL MASS TO REACH

Asked by the audience how to reach a critical mass of women in decision making tables and boards, Dina Habib Powell said one solution would be to continue promoting education for women.



Alison Smale, Louise Arbour, Sasha Havlicek

“I AM CONCERNED BY THE PARADOX BETWEEN THE HUGE FLOW OF INSTANTANEOUS INFORMATION PEOPLE RECEIVE THANKS TO NEW TECHNOLOGIES AND THE DECLINE IN PUBLIC INTEREST FOR FINANCIAL, ECONOMIC, SOCIAL AND HUMANITARIAN ISSUES”

Christine Ockrent



Alison Smale, Louise Arbour, Sasha Havlicek

“WOMEN AND GIRLS ARE NOW THE FIRST VICTIMS OF CONFLICTS, NOT ONLY THROUGH SEXUAL VIOLENCE OR DOMESTIC ABUSE, BUT ALSO THROUGH EDUCATION DEPRIVATION”

Louise Arbour



Louise Arbour

# SPECIAL DELEGATION ASIA



*The Special Delegation Asia*

48\_WOMEN'S FORUM\_2009 WHITEBOOK





*Some members of the Special Delegation Asia*

THE WOMEN'S FORUM WAS PLEASED TO WELCOME A SPECIAL DELEGATION FROM ASIA WITH 38 REPRESENTATIVES FROM BUSINESS, GOVERNMENT, ACADEMIA, AND THE MEDIA. DURING A SPECIAL TWO-DAY PROGRAMME IN PARIS PRIOR TO THE FORUM, MEMBERS OF THE ASIAN DELEGATION WERE WELCOMED BY PATRICIA BARBIZET, CHAIRWOMAN OF CHRISTIE'S FOR A RECEPTION AND PRIVATE TOUR BY THE FURNITURE AND WORKS OF ART SPECIALISTS OF THE AUCTION HOUSE. THE DELEGATION THEN VISITED THE GALERIE JÉRÔME DE NOIRMONT AND ITS EXHIBITION DEVOTED TO SHIRIN NESHAT, FAMOUS IRANIAN WOMAN ARTIST, BEFORE AN EXCLUSIVE TRIP AROUND THE GALERIES LAFAYETTE DEPARTMENT STORE. THE FOLLOWING MORNING THERE WAS A SPECIAL BREAKFAST RECEPTION AT THE HEADQUARTERS OF THE SAFRAN GROUP, HOST OF THE SPECIAL DELEGATION ASIA, WITH THE PARTICIPATION OF MEMBERS OF THE GROUP'S EXECUTIVE BOARD WHO PRESENTED THIS INTERNATIONAL HIGH-TECHNOLOGY GROUP AND ITS THREE CORE BUSINESSES: AEROSPACE, DEFENCE AND SECURITY, ITS STRATEGY FOR DIFFERENT MARKETS, ITS INVESTMENT POLICY IN RESEARCH AND DEVELOPMENT AND ITS LONG-STANDING AND LONG-TERM COMMITMENT TO CHINA AND THE ASIAN REGION. THE DELEGATION HAD TIME FOR A VISIT OF THE PALAIS GARNIER, PARIS' OPERA HOUSE, BEFORE ATTENDING A LUNCH HOSTED BY LAW FIRM GIDE LOYRETTE NOUËL, AND LEAVING FOR DEAUVILLE. CONSOLIDATING BRIDGES BUILT BETWEEN EAST AND WEST, THIS DEDICATED PROGRAMME GAVE THE OPPORTUNITY FOR PARTICIPANTS TO SHARE THEIR EXPERIENCES, VIEWS ON LEADERSHIP, AND THEIR VISION OF THEIR ROLE AS LEADERS IN THEIR RESPECTIVE FIELDS.

**SPEAKERS:**



**Emeric d'Arcimoles**  
Executive Vice-President  
International Development,  
Safran Group, France



**Dominique-Jean Chertier**  
Member of the Executive  
Board - Executive Vice-  
President, Social and  
Institutional Affairs, Safran  
Group, France



**Jean-Paul Jainsky**  
Chairman & CEO, Sagem  
Sécurité, Safran Group,  
France



**Yves Leclere**  
Member of the Executive  
Board - Executive  
Vice-President, Aircraft  
Equipment branch, Safran  
Group, France



*Yves Leclere*

The Safran Group, host of the Special Delegation Asia, welcomed the Delegation to a breakfast reception at their headquarters: members of the Executive Board and Senior Management were present to meet members of the Delegation in person.



*From left to right (up): S.Zelazny, a participant, S-S.Lien, P.Low; (bottom): M.Mahatir, M.Pok, F.Descheemaeker, A. de Kermadec Bentzmann, D.Chou, X.Lu*



The Galerie Jérôme de Noirmont



Christie's Auction House



A tour at the Galeries Lafayette

**PRESENTATION OF THE SAFRAN GROUP -  
DOMINIQUE-JEAN CHERTIER**

Safran is a leading international high-technology group with three core businesses: aerospace, defence, and security. Operating worldwide, the Safran Group has 54,500 employees in over 30 countries and generated sales exceeding EUR 10 billion in 2008. Safran is continuing to strengthen

“WE ARE MAKING AN EFFORT TO RECRUIT MORE WOMEN, AND IN GENERAL EMPLOYEES WITH MORE INTERNATIONAL PROFILES”

Dominique-Jean Chertier

**L'ESSENTIEL**

LE WOMEN'S FORUM A ACCUEILLI UNE DÉLÉGATION SPÉCIALE VENUE D'ASIE, RÉUNISSANT UNE QUARANTAINE DE PERSONNALITÉS ISSUES DU MONDE DES AFFAIRES, DU GOUVERNEMENT, DE LA SPHÈRE ACADÉMIQUE ET DES MÉDIAS. UN PROGRAMME DÉDIÉ A ÉTÉ CONÇU À LEUR INTENTION, EN AMONT DU FORUM. LA DÉLÉGATION A ÉTÉ REÇUE NOTAMMENT PAR PATRICIA BARBIZET, PRÉSIDENTE DE CHRISTIE'S LORS D'UNE RÉCEPTION ET D'UNE VISITE PRIVÉE PAR LES SPÉCIALISTES EN AMEUBLEMENT ET ŒUVRES D'ART DE LA MAISON DE VENTES. LA DÉLÉGATION PUT ENSUITE VISITER LA GALERIE JÉRÔME DE NOIRMONT ET SON EXPOSITION DÉDIÉE À SHIRIN NESHAT, ARTISTE IRANIENNE DE RENOM AVANT DE PROFITER D'UNE VISITE EXCLUSIVE AU CŒUR DES GALERIES LAFAYETTE. LE LENDEMAIN MATIN LA DÉLÉGATION FUT INVITÉE À UN PETIT-DÉJEUNER PRIVÉ, PAR LE GROUPE SAFRAN, ÉQUIPEMENTIER INTERNATIONAL DE HAUTE TECHNOLOGIE, LEADER EN AÉRONAUTIQUE, DÉFENSE ET SÉCURITÉ, EN PRÉSENCE DU COMITÉ EXÉCUTIF DU GROUPE. UNE OCCASION DE PRÉSENTER LE GROUPE DANS UN CADRE PRIVILÉGIÉ, SA STRATÉGIE SUR SES MARCHÉS, SA POLITIQUE D'INVESTISSEMENTS EN RECHERCHE ET DÉVELOPPEMENT ET SA PRÉSENCE RENFORCÉE EN CHINE ET EN ASIE. LA DÉLÉGATION PUT ÉGALEMENT VISITER LE PALAIS GARNIER (OPÉRA DE PARIS) AVANT DE SE RENDRE À UN DÉJEUNER ORGANISÉ PAR LE CABINET D'AVOCATS GIDE LOYRETTE NOUËL ET DE QUITTER PARIS POUR DEAUVILLE. CONSOLIDANT LES RELATIONS CRÉÉES ENTRE L'ORIENT ET L'OCCIDENT, CE PROGRAMME DONNA L'OPPORTUNITÉ AUX MEMBRES DE LA DÉLÉGATION DE PARTAGER LEURS EXPÉRIENCES, LEURS POINTS DE VUE SUR LE LEADERSHIP ET LEUR RÔLE EN TANT QUE LEADERS DANS LEUR DOMAINE RESPECTIF.



Lunch at Gide Loyrette Nouel

its presence throughout Asia: in India, China, Singapore, Australia, Japan, and Vietnam.

The Safran Group is organised in three branches of activity: propulsion, aerospace equipments, and defence and security. Aerospace propulsion ranges from satellite engines to launchers, including regional transportation and long-rangers. Safran also develops aircraft equipments, such as nacelles and wiring systems for the A380, or landing gear and brakes for the B787. The Security Division is rapidly growing.

Safran is making an effort to recruit more women, and in general employees with more international profiles. Today, women represent over 25% of new recruitment which is noteworthy considering that of graduates from engineering schools in France, only 25% are women, and that there are significant number of engineers in Safran's workforce. The aim is to increase the presence of women at the senior management and board level.

#### THE PROPULSION AND AIRCRAFT EQUIPMENT MARKETS - YVES LECLERE

Working alone or in partnership, the Safran Group holds worldwide leadership positions in its core markets, such as engine single aisle jet, helicopter flight controls or landing gear. The main reason for this leadership is a strong culture of innovation. The Group invests heavily in research and development, including expenditure of €1.2 billion in 2008, to meet the requirements of changing markets.

The Chinese government decided to enter the high-tech segment of 150 passengers with the C919 and is currently selecting suppliers. On its own or through partnerships,

“SAGEM  
SÉCURITÉ  
(SAFRAN) WILL  
CONTINUE TO  
RECRUIT FOR  
ITS OPERATIONS  
IN CHINA AND  
ASIA”

Jean-Paul Jainsky

Safran is present in seven segments: engine, avionics, power system, electrical wiring, nacelle, landing and braking systems. Safran is willing to share technical details and has already begun discussions with AVIC (China Aviation Industry Corporation) companies in order to share production (50-50) in each of the segments and throughout the whole life cycle.

With young well-trained aerospace engineers, China will be able to jointly run technical industry segments and will face many technological challenges in the coming years. A group such as Safran is both able and willing to help, by creating new partnerships.

#### DEVELOPMENT IN CHINA - EMERIC D'ARCIMOLES

Safran has been working with China since 1980. Safran, which retains all its product technology, is willing to help China further develop its technological expertise and thus gain leadership. Emeric d'Arcimoles underscored a few Chinese specificities, such as the fact that the sky is still owned by the military, and the as yet absence of laws regarding intellectual property. As a concluding remark, Emeric d'Arcimoles admitted that he views Chinese business women as tough negotiators.

#### THE SECURITY MARKET - JEAN-PAUL JAINSKY

Regarding the security market, the turnover has doubled, and the market share is growing with a 20% target in 5 years. Products include biometrics systems, already present in more than 100 countries, smart cards, detection and identification. The market presence in China and Asia is expected to strengthen.



the Special Delegation Asia at the Palais Garnier (Paris Opera House)

# SPECIAL DELEGATION: ASIA CHINA, COUNTRY OF INNOVATION?

Friday 16 October, 2009

CHINA HAS PRODUCED SOME OF THE WORLD'S MOST FAMOUS INVENTIONS (PAPER, COMPASS...). HOWEVER, TODAY IT IS TOO OFTEN ASSOCIATED TO COUNTERFEIT AND LOW QUALITY GOODS. AT STAKE IS TO QUICKLY AND EFFECTIVELY SHAPE CHINA AS AN INNOVATIVE COUNTRY. CONSIDERING ITS HIGH POPULATION, FAR MORE GENIUS IS FOUND THAN IN OTHER COUNTRIES. CHINESE INNOVATION EMERGES IN PLACES THAT ARE UNEXPECTED FOR WESTERN COUNTRIES. CHINA HAS ALREADY DESIGNED A REGULATORY ENVIRONMENT TO FOSTER AND SUPPORT CREATION, BUT THE LOCAL IMPLEMENTATION STILL REMAINS.

The Chinese Prime Minister recently expressed his vision to shape China as an innovative country. So where does the country really stand in terms of creativity, innovation? What will happen next?

## IS CHINA INNOVATIVE?

"Yes!" was the straightforward answer given by Christine Loh. The academic defines innovation as a process. It is not very visible yet, but China is already building cheap batteries for electric vehicles, developing advanced technologies in short amounts of time, and ironically while other countries gave up, China continues its efforts to strengthen internet security.

With just over 1.3 billion Chinese people, Lien SiaouSze argues that the country can rely on finding 33 million geniuses within its population. In this regard, China is outnumbering other countries. The education rate is also quite high with 4.5 million graduates. Capability is obviously there.

## SPEAKERS:



**Yan Lan**  
Partner, Gide Loyrette  
Nouel Beijing, PRC



**Christine Loh**  
CEO, Civic Exchange,  
Hong Kong



**Lien SiaouSze**  
Senior Executive Coach,  
Mobley Group Pacific,  
Singapore

## MODERATOR:



**Caroline Puel**  
Asia Bureau Chief, Le  
Point, PRC



*Lien SiaouSze*

Yet, surprisingly no Chinese citizen has won a Nobel Prize. Christine Loh explains that some prize winners were born Chinese, but then lived overseas. According to Christine Loh, it takes the energy and the will of the country to encourage and back its people's endeavours. Thus, China is now working on setting up an appropriate and supporting framework to support its population.

## YOU MAY NOT FIND INNOVATION IN CHINA WHERE YOU EXPECT IT...

Lien SiaouSze highlights that generally people associate innovation to technologies, but instead it should be associated to the system, the organisation and the process, as illustrated by the success story of iPods. Besides, Christine Loh adds that innovation is not only about product: the movie industry is a good example of Chinese influence on Western movies makers. China may develop products or services that will not be the ones expected by Western countries.



Caroline Puel



Christine Loh

### IS THE CHINESE ENVIRONMENT FOSTERING ENOUGH IDEA EXCHANGE AND CREATIVITY?

Yan Lan sees three actions to take. Firstly, the right legal framework should be set up. Intellectual property rights went through great expansion in China in the past 20 years. Law, patents, trademarks and regulations have been aligned with international standards. Initially, anything was considered as new as long as it was not available in China, and now, it is only considered new as long as it does not exist worldwide. Secondly, the implementation must be done at the local

### L'ESSENTIEL

LA CHINE EST À L'ORIGINE DES PLUS GRANDES INVENTIONS (PAPIER, BOUSSOLE) MAIS SON NOM EST AUJOURD'HUI DAVANTAGE ASSIMILÉ À LA CONTREFAÇON ET À DES PRODUITS DE QUALITÉ MOINDRE. LE PREMIER MINISTRE CHINOIS A RÉCEMMENT EXPRIMÉ SA VISION D'UNE CHINE, PAYS DE L'INNOVATION. LA CHINE EST-ELLE EN PASSE DE FAIRE SA RÉVOLUTION INNOVATRICE ? LIEN SIAOUSZE PENSE QUE LA CHINE FERA EFFECTIVEMENT LA DIFFÉRENCE PROCHAINEMENT. AU REGARD DE SA DÉMOGRAPHIE, LE PAYS REGROUPE PLUS DE GÉNIES QUE N'IMPORTE QUEL AUTRE. L'ÉDUCATION SE DOIT DE FAIRE ÉCLORE CES TALENTS. CHRISTINE LOH SOULIGNE QUE LA CHINE EST DÉJÀ TRÈS INNOVANTE, MAIS PAS NÉCESSAIREMENT LÀ OÙ L'ATTENDENT LES OCCIDENTAUX. YAN LAN EXPLIQUE EN EFFET QUE LA RÉGULATION MISE EN PLACE PROTÈGE ET SOUTIENT DÉSORMAIS LA CRÉATION. TOUTEFOIS, IL RESTE À LA METTRE EN ŒUVRE LOCALEMENT.

“CHINA HAS CHALLENGES TO OVERCOME, BUT I AM CONFIDENT THAT IN THE NEAR FUTURE YOU WILL SEE INNOVATION FROM PEOPLE BORN, FED, RAISED AND LIVING IN CHINA”

Lien SiaouSze

“WE ARE ALREADY INNOVATIVE, ONLY IT MAY TAKE MORE TIME FOR YOU TO SEE THE BRANDS AND IT MAY NOT BE WHAT YOU EXPECT”

Christine Loh

“IF IT IS ABOUT INVENTION, THEN IT WILL DEPEND ON OUR ABILITY TO NOT SIMPLY LOOK FOR BUSINESS APPLICATIONS BUT ALSO TO FOSTER FUNDAMENTAL RESEARCH”

Yan Lan

level by changing mindsets. Copying skills are still praised. The Government should discourage part of the population or local politicians who want to preserve this form of employment. Chinese companies are learning from their own protection practices and applying and promoting their own rules far more. Thirdly, China should continue to focus on its transformation from workshop to laboratory. Thus, 2.3% of GDP will be allocated to scientific development by 2010 (compared to 2.5% in the US and 3.5% in Japan)

However education remains a key issue. Yan Lan explains that Chinese learning methods are mostly based on repetition and memory. Therefore, what should be done to encourage thinking differently? Lien SiaouSze stresses that it is important to focus on the process of learning and the overall understanding. Christine Loh notices that often Nobel Prize Laureates attended schools that have medium ratings; however, it is the balanced education they received which made a difference. Currently, individuals can attend schools offering different types of education. There are the official labelled schools, the new more traditional Confucius schools, and the International schools. China will continue to find ways to adapt its education system.

### HOW IS THIS PROGRESS PERCEIVED ABROAD?

A South African participant describes her close collaboration with many Chinese companies and her very positive experience of sharing knowledge with her Chinese colleagues. However, what about the perception that China is the next colonial power in Africa while the country is also trying to secure its fragile energy position? The speakers admit that overseas Chinese behaviours do not always reflect expected respectful and collaborative practices; however, these are greatly improving. China understands that greater power is tied to greater responsibilities.



Yan Lan

# SPECIAL DELEGATION: ASIA WHAT ARE THE TOP 5 CHALLENGES FOR TOMORROW'S LEADERS AROUND ASIA? CAN "BUSINESS AS USUAL" SURVIVE THE GLOBAL CRISIS, THE ENVIRONMENTAL CRISIS AND SOCIAL CRISIS?

Saturday 17 October 2009

THE EXPONENTIAL ECONOMIC GROWTH IN CHINA IS RAISING KEY ISSUES REGARDING ENERGY, THE ENVIRONMENT, URBANISATION AND CONSUMPTION, PENSION FUNDS, AND THE EDUCATION SYSTEM. ASIA HAS TO TACKLE THREE GLOBAL POWER SHIFTS: A NEW ECONOMIC AND CULTURAL EMPOWERMENT; THE INCREASING WILLINGNESS FROM INDIVIDUALS TO ASSERT THEIR OWN IDENTITY; THE SHIFT FROM A CENTRALISED POWER TO DECENTRALISED AND INTERNET-RELATED PLACES. TO TRANSFORM THESE CHALLENGES INTO OPPORTUNITIES, THE INNOVATIVE WORK OF SOCIAL ENTREPRENEURS SHOULD BE ENCOURAGED.

## CHANGHUA WU: HOW CAN WE ENSURE WE GROW IN A LOW CARBON-WAY?

Asia's economy is growing very fast. In China, between 1980 and 2000, the economy quadrupled, consumption doubled, and energy efficiency improved. The economy will probably quadruple again between 2000 and 2020 and energy consumption will continue to grow.

Therefore, China, as well as India and the whole Asian continent, will have to tackle the huge challenge of ensuring growth in a low carbon-way.

This challenge first includes focusing on the pace of growth. The time available in which to make changes is short so we need to find a solution quickly. Our planet cannot afford 150 more years at the same level of consumption. The second issue is how to assess the challenge. There is an energy efficiency problem, which requires an answer through technology. And finally, there is a "people"

## SPEAKERS:



**Changhua Wu**  
President, Climategroup,  
PRC



**Penny Low**  
Founder and President,  
Social Innovation Park,  
Singapore

## MODERATOR:



**Marina Pok**  
Founder, EthicalStep,  
Former under secretary  
of state for foreign affairs,  
Kingdom of Cambodia

challenge: to make changes happen, more people have to be educated and trained.

Becoming leader of the world implies a major responsibility. China will be in a better position to play that kind of role in 10 to 20 years' time.

## PENNY LOW: WHAT ARE THE CONSEQUENCES OF DEMOGRAPHIC PRESSURES? WHAT IS THE BEST WAY OF ADDRESSING ON-GOING SHIFTS IN POWER?

There are 6.2 billion people on planet earth today, moving towards 9 billion. More than half of those people are in Asia alone, the half of the world that is increasing more than the other half.

This puts a huge upward pressure on urbanisation. Property and real estate are key growth areas with an explosion of cities and urban life, as well as an explosion of white goods (household electric appliances for kitchen or bathroom) and black goods (TV, hi-fi).



Changhua Wu, Penny Low, Marina Pok

## L'ESSENTIEL

EN CHINE, LA CROISSANCE SOULÈVE DES ENJEUX CLÉS. L'ÉCONOMIE A QUADRUPLÉ DE 1980 À 2000 ET VA PROBABLEMENT ENCORE QUADRUPLER D'ICI 2020. CETTE CROISSANCE DE L'ÉCONOMIE MET EN EXERGUE L'ENJEU ÉNERGÉTIQUE ET ENVIRONNEMENTAL DE LA CONSOMMATION DE CARBONES-FOSSILES. LA CROISSANCE DE LA POPULATION, SON VIEILLISSEMENT ET LE GRAND NOMBRE DE JEUNES METTENT UNE FORTE PRESSION SUR L'URBANISATION, LES BIENS DE GRANDE CONSOMMATION, LES FONDS DE PENSION ET LE SYSTÈME ÉDUCATIF.

L'ASIE DOIT FAIRE FACE AUJOURD'HUI À 3 ÉVOLUTIONS GLOBALES DU POUVOIR: UN TRANSFERT ÉCONOMIQUE ET CULTUREL DE L'ATLANTIQUE À L'ASIE; UNE VOLONTÉ CROISSANTE DES INDIVIDUS D'IMPOSER LEUR IDENTITÉ PROPRE; UN BASCULEMENT D'UN POUVOIR CENTRALISÉ À DES PLACES DISTRIBUÉES RELIÉES PAR INTERNET. POUR TRANSFORMER CES CHALLENGES EN OPPORTUNITÉ, LE TRAVAIL INNOVANT DES ENTREPRENEURS SOCIAUX DOIT ÊTRE ENCOURAGÉ.



Changhua Wu, Penny Low

The mobile phone subscription rate in China is over 1 million a month. This has big implications for connectivity, knowledge-sharing and communication which require a quantum leap in the thinking and manufacturing process of mobile companies.

In addition, China is a rapidly ageing society. Does the Chinese government have sufficient pension funds? However, China also has a large number of young people which puts a lot of strain on the education system. Does the education system prepare them well enough for the shift from face-to-

“WE NEED TO PROGRESS FROM HUMANITY 1.0 TO HUMANITY 2.0.”

Penny Low



Penny Low

Marina Pok

face communication and to peer-to-peer and computer-to-computer connections?

In this fast-moving and fast-changing environment, the need to be flexible puts increasing pressure on companies to bring in the best talents, wherever they come from.

There are three global power shifts:

1. A shift from the Atlantic to Asia. This is not just an economic power shift, but also a cultural shift. There is a bigger need for people to build bridges across cultures and nations.
2. The increasing willingness from individuals to have their own identity and to show their own culture and values in their products.

3. The shift from centralised power to decentralised and internet-related places, which is made possible by the rise in power of new media such as blogs or web networks.

To transform these challenges into opportunities, we need to create new values, to encourage the innovative work of social entrepreneurs in the private and public sectors. We need to change the way companies and countries are valued, which today is very focused on finance, and re-evaluate the definition of progress. We need to progress from humanity 1.0 to humanity 2.0.

“HOW CAN WE ENSURE THAT WE GROW IN A LOW CARBON-WAY?”

Changhua Wu



Changhua Wu

## PEOPLE & ATMOSPHERE



*Arielle Dombasle*



*ORLAN*

*Cartier Women's Initiative Awards corner*



*Discovery hall*



*Phumzile Mlambo-Ngcuka*



*Anne Lauvergeon, Zodwa Manase, Suhair Al Ali*



*A. Alfardan, J. Khalayli, P. Augier, H. Saab*







*Yang Lan*



*Coaching corner*



*Rising Talents' Wall*



*the Turkish Delegation*



*Carlos Ghosn*



*A participant*



*Main lobby*



*The South-African Delegation with the CWIA laureates for Africa*

# RETHINKING GROWTH FOR EUROPE IN THE CONTEXT OF ITS PARTNERS AND COMPETITORS

Friday 16 October 2009

POLICY LEADERS AND BUSINESS LEADERS REFLECTED ON WHY THERE WAS NOT MORE INNOVATION AND GROWTH IN EUROPE, AND THE FUTURE PROSPECTS. THEY WONDERED IF EUROPE LAGGED BEHIND THE US IN TERMS OF R&D, AND IF SO WHAT WERE THE REASONS FOR THIS. FINALLY THEY ADDRESSED THE DILEMMAS AND CHALLENGES THAT EUROPE FACED REGARDING ITS ECONOMIC GROWTH POLICY VIS-À-VIS ITS PARTNERS AND COMPETITORS.

## L'ESSENTIEL

*DIRIGEANTS POLITIQUES ET CHEFS D'ENTREPRISE ONT TENTÉ D'IDENTIFIER LES RAISONS DU MANQUE D'INNOVATION ET DE CROISSANCE EN EUROPE AUJOURD'HUI ET LES PERSPECTIVES POUR DEMAIN. ILS SE SONT DEMANDÉ SI L'EUROPE N'ÉTAIT PAS EN RETARD PAR RAPPORT AUX ETATS-UNIS EN TERMES DE RECHERCHE-DÉVELOPPEMENT, ET, SI C'ÉTAIT EFFECTIVEMENT LE CAS, QUELLES EN ÉTAIENT LES RAISONS. ENFIN, ILS ONT ABORDÉ LES DILEMMES ET LES DÉFIS AUXQUELS L'EUROPE DOIT FAIRE FACE QUANT À SA POLITIQUE DE CROISSANCE ÉCONOMIQUE VIS-À-VIS DE SES PARTENAIRES ET CONCURRENTS.*

## SPEAKERS:



**Clara Gaymard**  
International Government  
Leader and President,  
General Electric, France



**Anne-Marie Idrac**  
Secretary of State for  
Foreign Trade, France



**Katrin Juliusdottir**  
Minister of Industry, Energy  
and Tourism, Iceland

## MODERATOR:



**Maria Livanos Cattai**  
Chair, Petroplus Holdings,  
Switzerland



Anne-Marie Idrac

### THE WILL TO JOIN THE EUROPEAN UNION

Maria Livanos Cattai, Chair of Petropoulos Holdings in Switzerland, began the session by challenging Katrin Juliusdottir from the Ministry of Industry, Energy and Tourism in Iceland, with a challenging question: “If there hadn’t been a currency and banking crisis, would you still have wanted to join the European Union?”; “Absolutely” was the answer. With Iceland already a member of the Internal European Market, it was a natural next step. Until recently, there has been a dichotomy between the population being “pro” joining the European Union and the government being against. Even though the debate has been triggered by the currency crisis, culturally and historically Iceland belongs in Europe. However, despite receiving directives from the EU, Iceland does not participate in the decision-making process.

To the question “As someone from a small country, very dependent on innovation and entrepreneurship with a highly educated population, what would you like to see?”, Katrin Juliusdottir replied, “tools to trigger even more innovation in the green sector.” Iceland needs more diversity to provide its talents with opportunities and therefore to encourage them to stay in the country.

### PARTNERSHIPS WITH BOTH THE PUBLIC AND THE PRIVATE SECTOR

Clara Gaymard, International Government Leader and President of GE France, was asked for her thought about how GE’s growth in Europe could be sustainable. Highlighting that GE possessed centres of research in various countries of Europe, she disagreed that Europe was lagging in terms of development: “we all know that sustainable development will be brought about by green energy or by better health-care at home; we also know that we need partners to build the new required technologies”.

A substantial difference between Europe and the United States lies in the difference in R&D investment that small companies put in relative to bigger ones. Europe sees a lot of very innovative start-ups that sooner or later go to the United States in order to be bought! Acquiring subsidiaries appears to be so complicated that companies do not bother trying any more.

Despite showing a relatively good global performance, what is needed at the European level is a strong policy acknowl-

“THE CRISIS HAS KILLED TWO INACCURATE BELIEFS: THE FIRST ONE BEING THAT SERVICES COULD REPLACE INDUSTRY AND THE OTHER ONE DECLARING THAT THE CUSTOMER HAS TO DRIVE THE ECONOMY”

Clara Gaymard



Maria Livanos Cattai



Clara Gaymard



From left to right : A-M.Idrac, M.L.Cattai, K.Juliusdottir, C.Gaymard

edging that a choice has to be made in terms of where one should focus the required energy and investment.

#### A COORDINATED RESPONSE FROM THE EUROPEAN UNION

Turning to Anne-Marie Idrac, Secretary of State for Foreign Trade in France, Maria Livanos Cattai asked which arguments she could put forward to encourage a coordinated response from the European Union to enhance large companies' entrepreneurial spirit. Since the adoption of the Lisbon strategy, competition resides not only in the developed countries, but also in India and China: "times when Europe was thinking and the others were working are over." In the coming years with many technologies originating from Asian countries and not European ones, Anne-Marie Idrac urged European companies to cooperate and share R&D with these countries.

"TIMES WHEN EUROPE WAS THINKING AND THE OTHERS WERE WORKING ARE OVER"

Anne-Marie Idrac



Anne-Marie Idrac

Asked whether we needed to rethink European-wide actions, Anne-Marie Idrac took the example of China which is able to pull together the economic and political means required for it to be the future leader in whichever sector they choose. Europe needs to be more integrated and stronger at the European level if it wants to match its competitors. In some cases, the current crisis has unified the response from Europe. An example of this was in the coordinated approach European countries took when speaking with one voice at the G20 summit. She then wondered whether we were going to use the opportunity provided by the crisis to change our course and take big steps towards an eco-efficient sustainable economy. If countries want to grow and raise their standards of living, this is what is required. Clara Gaymard ended the round table discussion by declaring that the crisis had killed two inaccurate beliefs: the first one being that services could replace industry, and the other one declaring that the customer had to drive the economy.

“ICELAND  
NEEDS MORE  
DIVERSITY TO  
PROVIDE ITS  
TALENTS WITH  
OPPORTUNITIES  
AND PREVENT  
THEM FROM  
LEAVING THE  
COUNTRY”

Katrin Juliusdottir



Katrin Juliusdottir



María Livanos Cattai, Katrin Juliusdottir, Clara Gaymard

# INVESTMENT: LOOKING AHEAD, INVESTMENT TRENDS AND STRATEGIES

Friday 16 October 2009

THE WORLDWIDE FINANCIAL CRISIS THAT BEGAN TWO YEARS AGO HAS NOT LED TO A REAL CHANGE OF OLD PRACTICES AND THE APPARENT CURRENT BANKING STABILITY IS AN ILLUSION SINCE THE BEHAVIOUR OF MAIN PLAYERS HAS NOT EVOLVED. THE WORLD HAS NOT LEARNT ITS LESSON FROM THE ICELAND CASE. TO PREVENT ANOTHER COLLAPSE OF THE FINANCIAL WORLD, CORPORATE LEADERSHIP, ACCOUNTABILITY AND GOVERNANCE MUST BE DEVELOPED AS IT IS THESE VALUES WHICH WILL BRING MORE SUSTAINABILITY TO OUR GLOBAL ECONOMIC MODEL. IN THIS ENVIRONMENT, WOMEN HAVE A KEY ROLE TO PLAY TO SET UP AN "EMOTIONAL DUE DILIGENCE". THE MEDIA AND THE FINANCIAL EDUCATION OF INDIVIDUALS CAN ALSO CONTRIBUTE TO THE EVOLUTION OF GLOBAL FINANCIAL PRACTICES. THE BEST ADVICE FOR TODAY'S INVESTORS WOULD BE TO ONLY GO AHEAD AND INVEST WHEN YOU ARE CONFIDENT IN THE PRODUCTS AND FEEL THAT THEIR CONTENT IS TRANSPARENT.

**SPEAKERS:**



**Halla Tomasdottir**  
Co-Founder, Audur Capital, Iceland (2009 Cartier Women's Initiative Awards finalist)



**Jacquelyn Zehner**  
A Founding Partner, Circle Financial Group and Vice-Chair, Women's Funding Network, USA

**MODERATOR:**



**Toddi Gutner**  
Journalist and Columnist, Communications Strategist, Founder TL Gutner LLC, USA



Toddi Gutner

## L'ESSENTIEL

LA CRISE FINANCIÈRE MONDIALE QUE NOUS TRAVERSONS DEPUIS DEUX ANS N'A PAS CONDUIT À UN RÉEL CHANGEMENT DES PRATIQUES ET LA STABILITÉ BANCAIRE APPARENTE ACTUELLE EST PRÉCAIRE DANS LA MESURE OÙ LES COMPORTEMENTS DES ACTEURS N'ONT PAS ÉVOLUÉ. NOUS N'AVONS PAS NON PLUS TIRÉ LES ENSEIGNEMENTS DU CAS ISLANDAIS. POUR ÉVITER UN NOUVEL EFFONDREMENT DU MONDE FINANCIER, IL S'AGIT DE DÉVELOPPER LE LEADERSHIP, LA RESPONSABILITÉ ET LA GOUVERNANCE DES ENTREPRISES, CAR CES VALEURS APPORTERONT D'AVANTAGE DE « SOUTENABILITÉ » DANS NOTRE MODÈLE ÉCONOMIQUE MONDIAL. DANS CET ENVIRONNEMENT, LES FEMMES ONT UN RÔLE CAPITAL À JOUER POUR METTRE EN PLACE UNE « DUE DILIGENCE ÉMOTIONNELLE ». LES MEDIA ET L'ÉDUCATION FINANCIÈRE DES INDIVIDUS PEUVENT ÉGALEMENT AVOIR UN EFFET DE LEVIER SUR L'ÉVOLUTION DES PRATIQUES DU MONDE DE LA FINANCE. LE MEILLEUR CONSEIL À DONNER POUR INVESTIR AUJOURD'HUI SERAIT DONC DE NE LE FAIRE QUE LORSQU'ON A CONFIANCE DANS LES PRODUITS ET LE SENTIMENT D'UNE BONNE TRANSPARENCE SUR LEUR CONTENU.

The discussions during the roundtable were aimed at trying to understand what actually happened in the financial markets and what one could expect in the coming 12-18 months.

Jacquelyn Zehner from the USA and Halla Tomasdottir from Iceland both provided their experience and insights.

Using her previous experience as a bonds trader at Goldman Sachs, Jacquelyn Zehner felt that as risk was not appropriately assessed and valued, the financial markets would one day come crashing down. They have, though this has taken longer than expected. Unfortunately when one looks at the situation today, nothing really has changed.

### WHAT REALLY HAPPENED?

The bounce in equity has been a consequence of low valuations combined with massive government intervention. According to Jacquelyn Zehner, one could say that with a stable banking system the financial crisis could be over; however, the price paid and the prominence of the solutions introduced is of real concern. A majority of experts

“WE OVERCAME THE FINANCIAL CRISIS TO SOME EXTENT AND THE BANKING SYSTEM LOOKS STABLE, BUT THE PRICE WE HAVE PAID FOR THAT AND THE PROMINENCE OF THE SOLUTION WE INTRODUCED IS A REAL WORRY”

Jacquelyn Zehner



Jacquelyn Zehner

“WOMEN REPRESENT AN ENORMOUS POWER BECAUSE THEY ARE OFTEN IN CHARGE OF 80% OF HOUSEHOLD SPENDING”

Halla Tomasdottir



Halla Tomasdottir

believe there are still huge problems at bay and there is large concern about the amount that has been invested by governments. Jacquelyn Zehner said “we are not out of the woods yet because there is a difference between economic outlook and financial outlook”.

Halla Tomasdottir strongly agreed and added that already three years ago there was a lack of belief that the way things were evolving was sustainable. The world could and should learn from the Iceland case: excessive risks were taken and outrageous bonuses were distributed, with limited respect for ethics, corporate governance, or diversity. Jacquelyn Zehner concluded that we should be talking about values and behaviours that we want to embed to ensure sustainable growth.

#### WHAT IS GOING TO PREVENT SUCH A DEBACLE

“Leadership, accountability and governance” replied the panellists. We need to step up and be forced to be accountable for what we do. A massive change is necessary. Only a critical mass of new thinking will bring change, and a diverse set of values and experience will bring sustainability.

Halla Tomasdottir wonders whether Iceland collapsing was not a blessing in disguise. Now is the time to reshape the country and define the way we want it to be. Considering the enormous power that women represent – they are often in charge of 80% of household spending – and the numerous examples of how women’s decisions outperform men’s actions, one should conduct an “emotional due diligence” and not only a financial one.



Toddi Gutner, Halla Tomasdottir, Jacquelyn Zehner



#### WHAT ABOUT THE ROLE OF MEDIA AND EDUCATION?

During the crisis the media frightened a lot of people as it sometimes talked about “the end of world”. However, media should be used in such a way that the outcomes of discussions are integrated into management decisions. Making a parallel with VPs that listen to feedback on-line (ie Google), Todd Gutner wondered why we could not reproduce this in the financial world.

Another issue that must be mentioned is the financial literacy, which in itself represents a real challenge: an overwhelming majority of consumers do not understand many of the existing financial products, such as sub-primes. Even financial managers sometimes do not understand what their colleagues are talking about. Her advice to the audience was not to invest in something they do not understand and not to put all their eggs in one basket!



Halla Tomasdottir

“FINANCIAL SPECIALISTS HAVE CREATED “THEIR OWN MESS”, SUCH AS SUB-PRIMES, AS ONLY A FEW PEOPLE CAN UNDERSTAND SOME OF THEIR PRODUCTS”

Jacquelyn Zehner



#### THE TWO WOMEN CONCLUDED BY PROVIDING SOME ADVICE ON HOW ONE SHOULD INVEST MONEY NOWADAYS

- Only go with it when you have confidence in the product
- Avoid complexity: if you don't understand it, don't go with it
- Go for transparency or low fees
- Go for liquidity
- Preserve diversity in your investment
- .... And make sure you improve your financial education!



PART 2



*Changhua Wu*

## Part 2

# BUILDING WITH NATURE

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“AN AGREEMENT ON STANDARDISED MEASURES AND CONTROL, AND A WILL TO PUSH LOCAL AUTHORITIES INTO ACTION”, WAS THE WISH OF CHRISTINE LOH IN THE SESSION “THE REAL VECTORS OF CHANGE FOR THE ENVIRONMENT”. VARIOUS SESSIONS ADDRESSED THE THEME OF SUSTAINABILITY. HOW CAN WE HELP INDUSTRIES LESSEN THEIR IMPACT ON THE ENVIRONMENT (ELECTRIC CARS INSTEAD OF FUEL CARS ETC)? ALSO, HOW CAN WE BUILD OPTIMIZING THE USE OF NATURAL ELEMENTS (SUSTAINABLE BUILDINGS) OR EVEN INNOVATE BY IMITATING NATURE?

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# THE REAL VECTORS OF CHANGE FOR THE ENVIRONMENT

Friday 16 October 2009



*WHAT WOULD  
YOU WANT THE  
COPENHAGEN  
CONFERENCE  
TO DELIVER?*

*“SOLVE 20% OF  
THE PROBLEM  
BY BRINGING  
IN REGULATION  
AGAINST DE-  
FORESTATION”*

Lee Stein

*From left to right: T.Sebastian, C.Wu, V.Cox, B.Lafont, C.Loh, A.Palacio, L.Stein*

58 DAYS BEFORE THE COPENHAGEN CLIMATE CHANGE CONFERENCE, THE MODERATOR TIM SEBASTIAN RAISED AN IMPORTANT QUESTION: HOW TO STOP THE DAMAGE TO THE WORLD AND HUMANITY, CONSIDERING THE SLOW PROGRESS MADE SO FAR. THE CHALLENGE IS COMPLEX BUT THERE IS URGENCY. CONSENSUS-BUILDING PROPOSALS FROM LARGE CO<sub>2</sub> EMITTING NATIONS OR BUSINESSES OR FROM THOSE PROVIDING SOLUTIONS ARE OUTLINED. PROGRESS WILL SURELY BE MADE WITH LESS SILO-THINKING AND GUILT-PRODUCING VIEWS, AND BY MORE PROMOTING AND REWARDING OF INSPIRING ACTORS AND INITIATIVES.

#### IS CHINA DOING ENOUGH TO CORRECT THE ENVIRONMENTAL COURSE?

Changhua Wu, President of the Climate Group of China, states that political will to take action is now at a high level. Grassroots support is still comparatively low because China's civil society is developing. Yet more NGOs are involved in environmental issues and more businesses look at these topics as an opportunity rather than a burden. The same is true of state-owned enterprises, increasingly focusing on energy efficiency.

Changhua Wu sees China's carbon emissions peaking between 2020 and 2040, questioning the international community's will to help China make it happen sooner rather than later. Climate change has become China's number one issue - out of domestic concern that the price paid for pollution is too high.

#### WHY ARE GREEN ENERGIES TAKING SO LONG TO BECOME AVAILABLE?

Moderator Tim Sebastian then turned his fire on Vivienne Cox. The recently retired CEO of BP's Alternative Energies acknowledged that "they would not be available in the framework in which we need to act, because the current energy system is so massive, and the amount of investment required to change it is huge."

Faced with claims by Greenpeace that "big oil is still muddying waters", Vivienne Cox contended that oil and gas companies are experiencing huge pressure on their economic models and cannot be expected to provide all the

#### WHAT WOULD YOU WANT THE COPENHAGEN CONFERENCE TO DELIVER?

"A FRAMEWORK THAT CAN BE USED OVER A LONG PERIOD OF TIME, IMPOSING ITS OBLIGATIONS ON COUNTRIES, WITH SANCTIONS"

Vivienne Cox



Vivienne Cox

"AN AGREEMENT ON STANDARDISED MEASURES AND CONTROL, AND A WILL TO PUSH LOCAL AUTHORITIES INTO ACTION"

Christine Loh



Christine Loh

answers. She called for other actors to step into the game: newcomers in the energy business and consumers.

Ana Palacio, in her role as VP in charge of international affairs for French nuclear company Areva, was asked to tell the audience what she wanted *them* to do for climate change. Pragmatic debating and setting realistic goals – not sidelining nuclear energy – is what is required now. She also called for bilateral aid for development to be linked to a change in some practices, reminding the audience that 20% of CO<sub>2</sub> emissions come from deforestation and a great deal from agricultural practices.

#### WHAT CAN INDUSTRY DO AS A KEY PLAYER TO CHANGE PRACTICES?

Lafarge CEO Bruno Lafont admitted that the cement industry has a large ecological footprint, and emphasised that his company is working to mitigate it, embarking on the journey 20 years ago with a unilateral decision to reduce CO<sub>2</sub> emissions. In an effort to lead the industry, Lafarge is playing an active role in promoting the Cement

#### L'ESSENTIEL

A 58 JOURS DE LA CONFÉRENCE DE COPENHAGUE SUR LE CLIMAT, LE MODÉRATEUR TIM SEBASTIAN INTERPELLE LES INTERVENANTS : « COMMENT FAIRE POUR ARRÊTER LES RAVAGES QUE NOUS CAUSONS À LA PLANÈTE ET À NOUS-MÊMES ? ». LE DÉBAT ET LA NÉGOCIATION GLOBALE ENVIRONNEMENTALE SONT COMPLEXES COMPARÉS AUX NÉGOCIATIONS COMMERCIALES, PLAIDE UN INTERVENANT. TIM SEBASTIAN POURSUIT SON QUESTIONNEMENT IMPITOYABLE ET FAIT AINSI ÉMERGER DES PROPOSITIONS PROVENANT DES GROS ÉMETTEURS DE CO<sub>2</sub>, NATIONS OU INDUSTRIELS, ET D'ACTEURS DE LA SPHÈRE ENVIRONNEMENTALE PORTEURS DE SOLUTIONS. UN CONSENSUS SE FORME POUR PRÉFÉRER LES MODES DE RÉFLEXION TRANSVERSES AUX DISCIPLINES ET IDÉOLOGIES AUX RAISONNEMENTS EN SILOS ET POUR PROMOUVOIR LES ACTEURS PROMOTEURS D'INITIATIVES BÉNÉFIQUES À L'ENVIRONNEMENT PLUTÔT QUE DE STIGMATISER DES COUPABLES.

#### SPEAKERS:



**Vivienne Cox**  
former Executive Vice-President and CEO of Alternative Energy, BP, UK



**Bruno Lafont**  
Chairman and CEO, Lafarge Group, France



**Christine Loh**  
CEO, Civic Exchange, Hong Kong SAR



**Ana Palacio**  
Senior Executive Vice-President, Foreign Relations, Areva, Spain



**Lee Stein**  
Managing Director, Virtual Group, LLC, and Founder, Chairman and CEO, Prize Capital, USA



**Changhua Wu**  
President, The Climate Group, PRC

#### MODERATOR:



**Tim Sebastian**  
Chairman, Doha Debates, UK



Changhua Wu, Vivienne Cox



Tim Sebastian



Bruno Lafont, Christine Loh

Sustainability Initiative representing 40% of the global cement capacity.

Asked what more could be done, he highlighted the need to create buildings which consume less energy and stressed that his company is doing its share by putting forward innovative products and solutions while making them more affordable. Christine Loh, CEO of Civic Exchange, countered that limiting the construction of new buildings and focusing on the rehabilitation of existing buildings would be even more efficient.

**THE DISCUSSIONS WE'RE NOT HAVING... AND SHOULD BE HAVING**

Christine Loh also advocates putting an end to coal burning. However, first and foremost, in her view, we should launch a discussion that is being carefully eschewed on our growth model and on GDP as an appropriate measure for success.



*Bruno Lafont*

**WHAT WOULD YOU WANT THE COPENHAGEN CONFERENCE TO DELIVER?**

**“A CLEAR COMMITMENT FROM DEVELOPING COUNTRIES”**

Changhua Wu



*Lee Stein*

**“PEER PRESSURE IN THE DEVELOPED AND DEVELOPING WORLDS TO KEEP TO THE TARGETS”**

Ana Palacio



*Ana Palacio*

**“A CLEAR DIRECTION AND A DATE FOR THE NEXT MEETING”**

Bruno Lafont

Lee Stein, a business-minded environmentalist from California, shares this concern and calls for natural capital to be built into the definition of GDP. He underlines that it remains economically inefficient to be pollution free, while if economic actors were forced to account for the destruction of natural assets through amortisation it would help us make the best of our world of constrained resources.

# OPENING DINNER

Hosted by Barclays

Thursday 15 October 2009

THE OPENING DINNER, HOSTED BY BARCLAYS, WILL BE REMEMBERED AS A VERY SPECIAL EVENING. PARTICIPANTS WERE INVITED TO DISCOVER, AS A PREVIEW, EXTRACTS FROM THE FILM *OCEANS*, JACQUES PERRIN'S AMAZING NEW DOCUMENTARY. THIS FILM IS INDEED REMARKABLE DUE TO ITS BEAUTY AND THE TECHNICAL CHALLENGES WHICH WERE OVERCOME TO BRING DETAILS AND SCENES WHICH PREVIOUSLY HAD NEVER BEEN FILMED. IT WILL CHANGE FOREVER THE WAY THAT PARTICIPANTS PERCEIVE THE SEA.

## L'ESSENTIEL

*APRÈS AVOIR SOUHAITÉ QUE CE DÎNER SOIT EN CONNEXION AVEC LE FUTUR, LAURENCE PEYRAUT-BERTIER, BARCLAYS, A INTRODUIT LA PROJECTION DE L'EXTRAIT DU FILM Océans en soulignant à la fois la beauté des images et la prouesse technique que ce film représente. Elle a précisé qu'il allait changer pour toujours la manière dont on regarde les océans. François Sarano, co-auteur du film, a ensuite présenté son projet en insistant sur les rencontres incroyables, la sérénité et la paix ressenties durant ces sept années mais aussi la colère face aux dégâts causés par l'homme. « J'aurais honte de devoir expliquer à mes enfants que je n'ai pas été capable de leur transmettre le monde dont j'ai joui ».*

“THE WOMEN'S FORUM SHOULD GUIDE US IN MAKING THE RIGHT CHOICES TO BE ABLE TO FACE OUR CHILDREN AND DEMONSTRATE THAT THE FUTURE IS POSSIBLE AND FULL OF HOPE”

Laurence Peyraut-Bertier



Laurence Peyraut-Bertier





*The Official Middle East Delegation on stage*

Aude Zieseniss de Thuin introduced the Opening Dinner thanking Rokia Traore for her outstanding musical performance and the members of the Middle East Delegation for their presence in Deauville.

Laurence Peyraut-Bertier from Barclays then extended a warm welcome to everybody, underlining her wish for the dinner to be remembered as a highlight of the Forum and to resonate with the future. She introduced the ten-minute extract of the film *Oceans*, the amazing new documentary by Jacques Perrin (Winged Migration, Himalaya, Microcosmos), and described it as remarkable both through its beauty and the technical challenges it represents. To conclude, Laurence Peyraut-Bertier assured the participants that this film would change forever the way that they perceive and observe oceans.

The last frontier is not outer space; it is actually the world's oceans. And it took space technology for the French Directors, Jacques Perrin and Jacques Cluzaud, and their crews to be able to film our earth's mysterious and impressive

ocean-scapes and marine creatures. *Oceans* (due for release in 2010) is a documentary tour de force.

François Sarano, Co-author and Scientific Advisor for *Oceans*, explained the reasons for this project and the work



*Christine Ockrent, Philippe Augier (Mayor of Deauville)*



*François Sarano*

**“I WOULD BE ASHAMED TO HAVE TO EXPLAIN TO MY CHILDREN THAT I WAS NOT ABLE TO PASS ON TO THEM THE WORLD THAT I HAVE ENJOYED”**

François Sarano

accomplished by the teams over seven years to achieve this result.

“We took time to become fish among the fish”, he said, adding that the amazing encounters they had brought them peace, serenity and the will to share their feelings with others. But he also mentioned the anger they sometimes felt faced with the massive waste, pollution and massacres of marine life.

Patricia Ricard asked François Sarano a series of questions, thus satisfying the curiosity of the participants on many technical and other points regarding the film, and the emotions experienced by the crew, particularly those of François Sarano himself when he swam with the Great White Shark.

François Sarano underlined that we are all responsible for the current situation and that we need to change our behaviours profoundly.

“I would be ashamed to have to explain to my children that I was not able to pass on to them the world that I have enjoyed”, said François Sarano justifying his decision to show the richness of the world in order to raise awareness. “It is not too late to act”, he concluded.



*Li Yifei, Yan Lan, Tian Wei*





Hanan Saab, Elham Hassan



K-Y. Lo, R.Wei, S.Wu, B.Chou, H. Holsman Fore



INTRODUCTION:



**Laurence Peyraut-Bertier**  
Marketing Director and  
Diversity Champion,  
Barclays Western Europe,  
France



**Aude Zieseniss de Thuin**  
Founder and CEO, The  
Women's Forum for the  
Economy & Society,  
France

MODERATOR:



**Patricia Ricard**  
President, Paul Ricard  
Oceanographic Institute,  
France

SPEAKER:



**François Sarano**  
Co-author and Scientific  
Advisor for Oceans, Co-  
founder, Longitude 181  
Nature, France



Fadela Amara



Naderah Chamlou and a participant



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

76\_WOMEN'S FORUM\_2009 WHITEBOOK

# CEO INTERVIEW BARCLAYS

Deanna Oppenheimer, Chief Executive Officer, Barclays UK Retail Banking



**For which principal reasons does your company partner the Women's Forum for the Economy and Society?**

Recent research shows that only 3% of executive directors at the UK's top 350 firms are women. And according to the Equal Opportunities Commission, equality between men and women at work is potentially 'generations away', with disparity in pay, part-time work and job prospects for women. Equality in the workplace should come as standard but it's evident that in reality, being a woman in business today is still a challenge.

However, an equal and diverse workforce is a better one. Success in business has always been about bringing together people with varied perspectives and ways of thinking. A diverse team with a variety of strengths and a shared purpose, brings the strongest results.

For all these reasons, we take a proactive approach to diversity and gender at Barclays. In fact, *The Times* newspaper has listed Barclays as one of the Top 50 companies where women want to work and since 2007 the number of women in senior roles in Barclays UK Retail Banking has increased by 38%.

**If you had to choose one initiative, one decisive change to encourage the advancement of women in the corporate field, what would it be?**

At Barclays, we've launched a Senior Women's Programme, to promote motivation, networking and knowledge-sharing of talented women across our organisation. As Gender Champion for the organisation, I spearhead this programme, ensuring that it is embedded and championed throughout the business.

We've also introduced an internal version of the Barclays-backed Women of the Year Awards, recognising exceptional women in the UK business. This year, due to demand, the event will be open to female colleagues all over the world for the first time, so it's going global.

**In your opinion, who is the most remarkable woman on the world stage in the past decade and why?**

I find Meg Whitman, who helped launch eBay, an inspirational character. By joining eBay in 1998, Whitman took a brave decision in her career. She moved from working in a series of well-established companies, like Walt Dis-

ney and Hasbro, to one that was, at the time, still relatively unknown. But this risk paid off as Whitman helped eBay become one of the fastest growing and most successful businesses in American corporate history.

**The 2009 programme – with the theme “Think again, think ahead” – invites us to propose and implement new ideas and business models. What is your vision of tomorrow's world?**

For financial services, tomorrow's world is completely different to anything we've ever experienced before.

Following the global recession, the world has changed. In the UK, we've seen the nationalisation of some banks, excluding Barclays, which are now partially owned by the UK Government. We've seen the UK Government launching a number of support packages to limit the impact of the global recession on UK businesses. We've seen the Bank of England lower base rates to their lowest ever levels - currently at 0.5%. And we continue to see rising unemployment, reaching the highest ever levels in the UK in over a decade.

It's evident that the banking industry is not as we knew it and the landscape continues to evolve.

However with all of these challenges comes a great deal of opportunity. And our hard work over the last few years in Barclays UK Retail Banking has helped prepare us for the challenges that lie ahead.

We've not changed our vision to become the best retail bank in the UK. And our five year transformation journey to get there still applies. In fact, it's this consistency that has got us to where we are today.

But we've had to put in place some additional measures to manage the impacts of the external market and to support our customers and colleagues through the current climate.

We stepped up an already strong communications approach; we drilled back to the basics even harder in control, process efficiency, cost and credit management; and we've made concerted efforts to differentiate ourselves from the market through innovation.

We can't predict when the economy will stabilise and the future still holds many challenges but with a consistent vision, flexibility in how to get there, and a proactive approach to address obstacles along the way, there are opportunities to be seized.



2009 WHITEBOOK\_WOMEN'S FORUM\_77

# MAGRITTE MUSEUM

# PORTRAITS OF

# EGYPTIAN WOMEN

Thursday 15 October 2009

PATRICK LONGUEVILLE LIVED FOUR YEARS IN EGYPT, WHERE HIS PASSION FOR PHOTOGRAPHY LED HIM TO PUBLISH SEVERAL PHOTOGRAPHY BOOKS AND MORE RECENTLY A COLLECTION OF SHORT STORIES.

WHAT PLACE DO WOMEN HOLD IN A SOCIETY WHERE FUNDAMENTALISM PROSPERS NOWADAYS? PATRICK LONGUEVILLE BELIEVES THAT, DESPITE ALL THE COMPLICATIONS AND HURDLES THAT LIE AHEAD, THERE IS HOPE FOR THE FUTURE AS YOUNG GENERATIONS OF EDUCATED WOMEN RISE UP AND ASSERT THEIR WILLINGNESS TO A ROLE IN SOCIETY.

Patrick Longueville lived four years in Egypt, as head of Gaz de France's desk in Cairo, where he worked on securing a long-term presence for Gaz de France. Patrick Longueville met with many Egyptians and highlighted to the audience their main strengths: professionalism and dependability.

#### TAKING A PICTURE OF A FACE IS ALWAYS AN ENCOUNTER

In Cairo, Patrick Longueville became passionate about photography. He walked in the city during weekends and took pictures of people. From these encounters, he remembers their spontaneity, generosity and hospitality.

He published a photography book comparing Paris and Cairo "Paris-Le Caire", and went on to publish two more books about Egypt.

Recently, Patrick Longueville published a collection of short stories, *Voix et chroniques d'une autre Egypte au fil du Nil*, on the road between the North and the South of Egypt, in which the voice of Egyptian women can be heard.

SPEAKER:



**Patrick Longueville**  
Senior Vice-President,  
Operations & Trading, GDF  
SUEZ, France

#### L'ESSENTIEL

*PATRICK LONGUEVILLE A VÉCU QUATRE ANS EN ÉGYPTÉ, OÙ SA PASSION POUR LA PHOTOGRAPHIE L'A MENÉ À PUBLIER PLUSIEURS LIVRES DE PHOTOS ET PLUS RÉCEMMENT UN RECUEIL DE NOUVELLES.*

*QUELLE EST AUJOURD'HUI LA PLACE DES FEMMES DANS UNE SOCIÉTÉ QUI SE RADICALISE ? PATRICK LONGUEVILLE PENSE QUE, MALGRÉ LES PROBLÈMES ET LES OBSTACLES QUI NE MANQUERONT PAS DE SURVENIR, L'ESPOIR PERSISTE POUR LE FUTUR GRÂCE AUX NOUVELLES GÉNÉRATIONS DE FEMMES ÉDUQUÉES QUI SE MANIFESTENT POUR EXPRIMER HAUT ET FORT LEUR SOUHAIT DE JOUER UN RÔLE DANS LA SOCIÉTÉ.*



Patrick Longueville

Patrick Longueville points out three characteristics of the Egyptian people: first, their seductive nature and a sense of humour which is also a way to protest; second, the gap between the intellectual elite and the rest of the population; and finally, a sense of pride, a strong national identity.

#### NUMEROUS BURDENS

Deserts and sand make up 96% of the country. As a result, 80 million people occupy a surface approximately the size of Belgium. This creates a lot of tensions in Egyptian society. Added to that an exogenous factor: the fate of Egypt depends on the fate of the region.



Patrick Longueville

#### SLOW PROGRESS

When it comes to the role of women in Egypt, progress is very slow. Today, less than 2% of Egyptian women take part in political life, and the workforce is made up of less than 25% of women (in developed countries that number reaches 45%). Illiteracy, excision (97% of women), forced marriage, and polygamy are some of the burdens carried by women.

Indeed, Egypt is under the influence of fundamentalism: in the 1970s, in Egypt, women wore skirts, today, 80% of Muslim women wear a veil, not for religious reasons but because of social pressure. When they are outdoors, the veil protects them against aggressions.

Still, some progress has been made. In 2000, women were granted the right to ask for divorce. In 2009, for the first time, a woman was elected mayor. The Mufti granted women the right to wear trousers during Ramadan.

“IN EGYPT, EVERYTHING IS DIFFICULT, BUT ANYTHING IS POSSIBLE”

“WHEN YOU EDUCATE A MAN, YOU EDUCATE ONE PERSON; WHEN YOU EDUCATE A WOMAN, YOU EDUCATE A NATION”

Patrick Longueville



#### GDF SUEZ'S ACTION IN EGYPT

GDF SUEZ is providing help to women in Egypt, through donations to the House of Women (free clinic for women) in order to increase awareness on health and hygiene issues. Thanks to the Trade Division of GDF SUEZ, a book was published, of which 50% of the profits were donated to the Foundation.

Suez Environnement is also helping junk dealers in Cairo who are losing business as a result of the introduction of organised waste collection companies in the city.

#### HOPE FOR THE FUTURE

The new generation of women has access to education, like men. Young Egyptian women use more contraception than their mothers, they express their wishes, and they need and want to play a role in society, in economic and social spheres.

The future is through education and new means of communication. Young women are educated and they will want to resist excision, to study, to play an active role in society.



Xin Dong Cheng



Elisabeth Ayrault

# MAGRITTE MUSEUM MENTORING AS A FEMALE LEADERSHIP TOOL

Saturday 17 October 2009

GDF SUEZ PRESENTED ITS WOMEN'S MENTORING PROGRAMME, WHICH WILL BE LAUNCHED AT THE BEGINNING OF 2010 WITH A FIRST PILOT GROUP. THE CHALLENGE IS TO ENABLE MORE WOMEN TO ACCESS MANAGEMENT POSITIONS THROUGH THE COMMITMENT SHOWN BY THE GROUP'S MEN AND WOMEN LEADERS. LED BY VALÉRIE BERNIS, THE EXECUTIVE COMMITTEE MEMBER IN CHARGE OF COMMUNICATIONS AND FINANCIAL COMMUNICATIONS, THE GDF SUEZ TEAM SHARED THEIR EXPERIENCE ON SETTING UP A WOMEN'S NETWORK WITHIN THE BUSINESS AND LAUNCHING THIS MENTORING INITIATIVE WITH SUPPORT FROM EXTERNAL CONSULTANTS.

## DIAGNOSIS AND MENTORING TOOLS FOR IMPROVEMENT

In today's corporate world, especially in France, the current leadership culture is very masculine, however a more feminine one needs to be defined.

Often, corporate women appear as experts and not leaders, operational and not visionary, behave as subordinates



Martine Gavelle

### SPEAKERS:



**Ingrid Bianchi**  
CEO, Diversity Source  
Manager, France



**Éléna Fourès**  
Founder and CEO, IDEM  
PER IDEM, France



**Martine Gavelle**  
Vice-President, Talent  
Development Service, GDF  
SUEZ, France



**Nadine Lemaitre**  
Chairman, GDF SUEZ  
University, Belgium



**Elisabeth Richard**  
Communication Manager,  
GDF SUEZ, France



and not leaders, and do not wish to or do not know how to promote themselves. Reasons for such behaviours range from cultural environment and mindset to lack of self-confidence.

Regardless of gender, what makes a great leader? A great leader is one who knows how to position him/herself within the "triangle of identity" and make the right balance between: the position/title, the job/expertise and the person.

To become great leaders, women have to:

- Better know their strengths and gain self confidence
- Develop political intelligence within their company
- Develop a strategic vision
- Improve their personal branding and attitudes (from oral communication to hand shaking!)
- Extend and nurture their network and relationships within the company
- ...

Mentoring programmes aim at developing those skills that help become better leaders





Ingrid Bianchi



Eléna Fourès, Elisabeth Richard

#### A TESTIMONY FROM THE LAUNCH OF A MENTORING PROGRAMME WITHIN GDF SUEZ

To introduce its presentation, GDF SUEZ showed a documentary and report looking back over the actions carried out by Gaz de France and SUEZ individually to support women before the merger of the two companies.

Forging ahead with its policy on the position of women, and alongside its Leaders for Tomorrow programme and the in-house network Women In Networking, GDF SUEZ firmly believes that it is necessary to put a specific mentoring programme in place for high-potential women in order to help them develop their understanding of the group and build their networks.

This initiative will benefit both mentors and mentees.

Mentors will be chosen amongst men and women, because on the one side, men will gain a better insight on women, and on the other side, women will be able to set themselves as role models.

The role of the mentors will be to help the mentees develop bolder careers, open their network to them and help them break the codes of the organisation to better understand it.

“NOT ONLY WILL WOMEN GROW IN CONFIDENCE AND DARE TO STRIVE FOR MORE AMBITIOUS CAREERS, THE LEADERS, BOTH MEN AND WOMEN, WILL ALSO HAVE A CLEARER PICTURE OF THE QUESTIONS THAT WOMEN MAY ASK THEMSELVES IN THEIR PROFESSIONAL DEVELOPMENT”

Elisabeth Richard

“THE MENTORING RELATIONSHIP IS A WIN-WIN RELATIONSHIP, HELPING TO CHANGE OUR CULTURE THROUGH A DIFFERENT PERSPECTIVE”

Nadine Lemaitre

This pilot initiative, which will be launched in January 2010, is a formal and structured programme and will be regularly monitored in order to ensure that the mentoring relationship's goals are respected.

In order to enable the mentors to perform their role effectively, they will be offered training over several months from a specialized female leadership coach.

Mentees will also be able to receive advice so they can fully benefit from this programme.

The mentor and mentee are jointly responsible for the success of their mentoring, underpinned by their commitment, their motivation and the quality of their relationship. In addition to the group's values, the mentoring programme is built around a code of ethics, guaranteeing among other things mutual trust and confidentiality.

Looking forward, the aim with this pilot group is for the programme to be deployed throughout the group following this first experimentation phase.

#### L'ESSENTIEL

GDF SUEZ A PRÉSENTÉ SON PROGRAMME DE MENTORING DE FEMMES QUI VA ÊTRE LANCÉ DÉBUT 2010 AVEC UN PREMIER PILOTE. L'ENJEU EST DE FAIRE ACCÉDER UN PLUS GRAND NOMBRE DE FEMMES À DES POSITIONS DE MANAGEMENT, ET CE, GRÂCE À L'ENGAGEMENT DES LEADERS – HOMMES ET FEMMES – DU GROUPE. MENÉE PAR VALÉRIE BERNIS, MEMBRE DU COMITÉ EXÉCUTIF EN CHARGE DE LA COMMUNICATION ET DE LA COMMUNICATION FINANCIÈRE, L'ÉQUIPE DE GDF SUEZ A PARTAGÉ SON EXPÉRIENCE DE LA MISE EN PLACE D'UN RÉSEAU FÉMININ AU SEIN DE L'ENTREPRISE, AINSI QUE CELLE DU LANCEMENT DU MENTORING, FAIT AVEC L'APPUI DE CONSULTANTS EXTERNES.



Nadine Lemaitre

# GREEN EGGS AND HAM, SUSTAINABLE AGRICULTURE TO FEED THE WORLD

Hosted by Nespresso

Friday 16 October 2009

FOOD PRODUCTION IS ONE OF TODAY'S MAJOR CHALLENGES AS POPULATION GROWTH COMBINED WITH CHANGES IN FOOD CONSUMPTION HABITS AND THE RISE IN FOOD PRICES, REQUIRE FOOD PRODUCTIVITY TO BE DOUBLED. MOREOVER, AGRICULTURE HAS A MAJOR IMPACT ON NATURE, SINCE IT IS PARTLY RESPONSIBLE FOR GREENHOUSE GAS EMISSIONS, DEFORESTATION AND WATER CONSUMPTION. ALZBETA KLEIN, REGIONAL MANAGER AND CHIEF INVESTMENT OFFICER OF AGRIBUSINESS AT THE INTERNATIONAL FINANCE CORPORATION, PROVIDED THE AUDIENCE WITH A SERIES OF SOLUTIONS TO INCREASE FOOD PRODUCTION IN A SUSTAINABLE AND EQUITABLE WAY. ALZBETA KLEIN EMPHASIZED THE NEED TO INCREASE PARTNERSHIPS BETWEEN "BIG FOOD COMPANIES" AND "SMALL FARMERS". GUILLAUME LE CUNFF, INTERNATIONAL MARKETING & STRATEGY DIRECTOR OF NESPRESSO, JOINED HER ON STAGE TO ILLUSTRATE THIS POINT WITH THE EXAMPLE OF NESPRESSO'S ACTIVITIES AND PROJECTS.

## A GREAT DAY TO TALK ABOUT THE CHALLENGES THE WORLD HAS TO FACE IN TERMS OF FOOD PRODUCTION

As an introduction, Alzbeta Klein reminded the audience that October 16, is World Food Day as proclaimed in 1979

**"PEOPLE ARE STARVING AND THERE ARE 2 BILLION PEOPLE SUFFERING FROM FOOD DEFICIENCIES"**

Alzbeta Klein



Alzbeta Klein

to mark the founding date of the Food and Agriculture Organization. One of the purposes of this day is to raise public awareness of the global food problem. Today, 2.5 billion people live on less than \$2 a day, 75% of which goes to food. With food prices rising, we are driving straight into the wall. "People are starving", insisted Alzbeta Klein, "there are 2 billion people suffering from food deficiencies". Moreover, with the demographic growth and the trend of switching agriculture to produce animal feed, the problem

is worsening by the minute. According to analysts, we need to double food productivity.

Nevertheless, when addressing the need to increase food productivity, one should not forget that food production is partly responsible for the increase in greenhouse gas emissions, deforestation, and that it consumes 75% of the world's water. Indeed, there is a need to increase food production, but this has to be done while decreasing the impact of agriculture on nature and improving equity in terms of access to food.

#### THERE ARE SOLUTIONS

Alzbeta Klein did not leave her audience on this very negative point, but she provided possible solutions to help solve the problem.

First, she focused on environmental solutions: to decrease water usage and waste, by increasing water efficiency and by recycling; and to mitigate emissions, by using cogeneration and agro-fuels “when environmentally, economically and socially feasible”.

Second, Alzbeta Klein suggested solutions to improve equal access to food. With the challenge of food shortage in our future, “there is room for both small and large” which refers to large food-producing companies and small farmers. Both will have to work together, and in order to foster these partnerships, large food companies will have to work more closely with small farmers by:

- providing them with knowledge and technical assistance,
- facilitating their access to the market,
- supporting them by providing access to working capital and
- empowering them to better manage risk.

#### NESPRESSO IS AN EXAMPLE

Guillaume Le Cunff joined Alzbeta Klein on stage to share with the audience the example of how Nespresso is dealing with the food crisis, and contributing to the development of sustainable agriculture.

Guillaume Le Cunff explained that Nespresso has developed programmes to work with small farmers, giving them access to the market and capital. Guillaume Le Cunff insisted that it was absolutely necessary to create the right conditions and the framework to incentivise farmers to invest in the future. He added that: “top line is good but bottom line is more important”. In his experience, “yield is the driver”: large companies should not only focus on the price they pay to the farmers, but also on the investment they make to grow new trees and buy fertilizer.

SPEAKER:



**Alzbeta Klein**  
Regional Manager and  
Chief Investment Officer  
Agribusiness, International  
Finance Corporation,  
Canada

MODERATOR:



**Guillaume Le Cunff**  
International Marketing  
& Strategy Director,  
Nespresso, France



Guillaume Le Cunff

Finally, the session ended with a discussion on how Nespresso leverages its investment in sustainable agriculture and, surprisingly, Guillaume Le Cunff explained that these actions were more powerful when communicated only to “eco-committed” consumers.

#### L'ESSENTIEL

*LA PRODUCTION ALIMENTAIRE EST UN DES DÉFIS MAJEURS D'AUJOURD'HUI CAR LA CROISSANCE DÉMOGRAPHIQUE QUE NOUS CONNAISSONS, COMBINÉE AUX CHANGEMENTS DES HABITUDES ALIMENTAIRES ET À L'AUGMENTATION DES PRIX, REND NÉCESSAIRE D'AUGMENTER LA PRODUCTIVITÉ PAR DEUX. DE PLUS, L'AGRICULTURE A UN IMPACT MAJEUR SUR LA NATURE, ÉTANT PARTIELLEMENT RESPONSABLE DES ÉMISSIONS DE GAZ À EFFET DE SERRE, DE LA DÉFORESTATION ET DE LA CONSOMMATION D'EAU. ALZBETA KLEIN, REGIONAL MANAGER ET CHIEF INVESTMENT OFFICER D'AGRIBUSINESS, A PROPOSÉ À L'ASSEMBLÉE UNE SÉRIE DE SOLUTIONS POUR AUGMENTER LA PRODUCTION ALIMENTAIRE DE MANIÈRE DURABLE ET ÉQUITABLE. ELLE A INSISTÉ SUR LE BESOIN DE DÉVELOPPER DES PARTENARIATS ENTRE LES « GRANDES ENTREPRISES ALIMENTAIRES » ET LES « PETITS PRODUCTEURS ». GUILLAUME LE CUNFF, INTERNATIONAL MARKETING & STRATEGY DIRECTOR DE NESPRESSO, L'A FINALEMENT REJOINTE SUR L'ESTRADE POUR ILLUSTRER CE POINT PAR LE CAS DE NESPRESSO.*

“THERE IS ROOM FOR BOTH LARGE AND SMALL”

Alzbeta Klein

# SUSTAINABILITY AS A “KILLER APP”

Friday 16 October 2009

SUSTAINABLE DEVELOPMENT IS A BROAD CONCEPT, WITH COMPONENTS AS DIVERSE AS ENVIRONMENTAL AND SOCIAL ISSUES. PENNY LOW, FOUNDER AND PRESIDENT OF THE SOCIAL INNOVATION PARK IN SINGAPORE, FOCUSED ON THE NEED TO CHANGE OUR VALUE SYSTEM TOGETHER WITH OUR INCENTIVE SYSTEM. ODILE DESFORGES AND PASCALE THUMERELLE ILLUSTRATED THESE TWO POINTS BASED ON THEIR EXPERIENCE WITH RENAULT, FOR THE FORMER, AND WITH VIVENDI FOR THE LATTER. INDEED, WITHIN RENAULT, FOCUSING ON THE NEEDS OF CUSTOMERS AND THE EMPLOYEES TOGETHER WITH DESIGNING AND CONSTRUCTING ELECTRIC CARS HAS BECOME KEY DRIVERS OF THE COMPANY'S STRATEGY. PASCALE THUMERELLE EMPHASISED THE IMPORTANCE FOR A LEADER IN THE MEDIA SECTOR TO PROVIDE SOCIALLY-RESPONSIBLE CONTENT. FINALLY, DAWN DANBY PROVIDED AN OVERVIEW OF THE TECHNOLOGICAL INNOVATIONS IN THE CONSTRUCTION INDUSTRY THAT MAKE IT POSSIBLE FOR ARCHITECTS TO DESIGN ECO-FRIENDLY BUILDINGS.

“THE EYES OF THE FUTURE ARE LOOKING AT US, HOPING THAT WE WILL SEE BEYOND THE PRESENT”

Penny Low



Penny Low



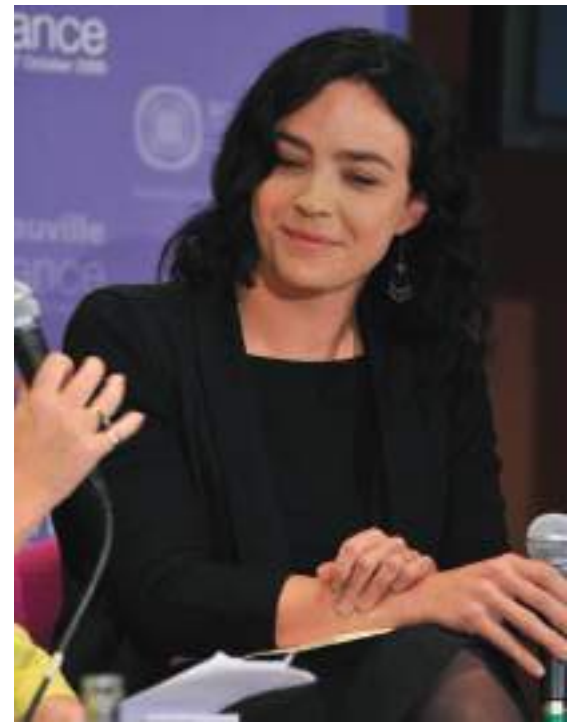
From left to right: P.Low, O.Desforges, L.Padmore, D.Danby, P.Thumerelle

## L'ESSENTIEL

LE DÉVELOPPEMENT DURABLE EST UN CONCEPT VASTE, QUI COMPREND DES SUJETS AUSSI DIVERS QUE L'ENVIRONNEMENT ET LES ASPECTS SOCIAUX. PENNY LOW, FONDATRICE ET PRÉSIDENTE DU SOCIAL INNOVATION PARK À SINGAPORE, A CONCENTRÉ SON DISCOURS SUR LE BESOIN DE CHANGER NOTRE SYSTÈME DE VALEURS AINSI QUE NOTRE SYSTÈME DE RÉCOMPENSE. ODILE DESFORGES ET PASCALE THUMERELLE ONT ILLUSTRÉ CES DEUX POINTS PAR LEURS PROPRES EXPÉRIENCES AU SEIN DE RENAULT ET DE VIVENDI. EN EFFET, CHEZ RENAULT, LES BESOINS DES CONSOMMATEURS ET DES EMPLOYÉS AINSI QUE LA CONSTRUCTION DE VOITURES ÉLECTRIQUES, SONT DEVENUS DES POINTS CENTRAUX DE LA STRATÉGIE DU GROUPE. PASCALE THUMERELLE A AXÉ SON DISCOURS SUR L'IMPORTANCE, POUR UN GROUPE LEADER DU SECTEUR DES MEDIAS, DE PRODUIRE UN CONTENU SOCIALEMENT RESPONSABLE. FINALEMENT, DAWN DANBY A TÉMOIGNÉ DES AMÉLIORATIONS TECHNIQUES QUI ONT PERMIS AUX ARCHITECTES DE CONCEVOIR DES BÂTIMENTS RESPECTUEUX DE L'ENVIRONNEMENT.

“THE CONSTRUCTION INDUSTRY IS EVEN MORE POLLUTING THAN THE CAR INDUSTRY”

Dawn Danby



Dawn Danby

**SUSTAINABILITY IS A COMPREHENSIVE SUBJECT, WHICH LEADS TO DEEP CHANGES**

Sustainability is a very broad concept, with environmental but also social and economic pillars. As an introduction to the session, Liz Padmore joked that when she tried to google the word “sustainability” in order to find a clear definition, she received 51 million responses.

French President Sarkozy’s proposal to complement the GDP concept with another metric that would measure a population’s level of happiness was mentioned as a good illustration of the complexity of sustainability. For Penny Low, Founder and President of the Social Innovation Park in Singapore, achieving sustainability demands that we revisit our “values system”, and change our mindset. Penny Low urges us to think less in terms of money and more with our hearts. She sees here a great opportunity to “move from humanity 1.0 to humanity 2.0”.

Odile Desforges, Executive Vice-President and Director of Engineering & Quality for Renault, made the same point when she stated: “sustainability is more than just gas emissions and I am convinced that it is time for car manufacturers to change for humankind”.

**SUSTAINABILITY IS ALL ABOUT PEOPLE, AS CUSTOMERS AND AS EMPLOYEES**

Pascale Thumerelle, Vice-President and Director of Sustainable Development at Vivendi, explained that for a company like Vivendi, the world leader in communication and entertainment, sustainability is key as “you have to think about your impact on society”. Sustainability has become a strategic topic for the Group and focuses on three issues:

- paying attention to the impact that media can have on youth,
- fostering cultural diversity, and
- sharing knowledge.

Odile Desforges showed a short film which concluded with the words: “Renault: Drive the change”. At Renault, embracing sustainability implies:

- Being more “people-centric”, by acknowledging customers’ growing demand for clean and affordable cars. This is why, within the coming three years, Renault will introduce four “truly” electric models of car. Furthermore, committing to be “people centric” also implies a renewed focus on

**“YOU HAVE TO THINK ABOUT YOUR IMPACT ON SOCIETY”**

Pascale Thumerelle

SPEAKERS:



**Dawn Danby**  
Sustainable Design  
Programme Manager,  
Autodesk, Canada (2009  
Women’s Forum Rising  
Talent)



**Odile Desforges**  
Executive Vice-President,  
Engineering & Quality,  
Renault, France



**Penny Low**  
Founder and President,  
Social Innovation Park,  
Singapore



**Pascale Thumerelle**  
Vice-President, Sustainable  
Development, Vivendi,  
France

MODERATOR:



**Liz Padmore**  
Independent consultant  
and international advisor,  
UK



*Pascale Thumerelle*



*Odile Desforges, Liz Padmore*

the need of employees needs as well as on their working conditions.

- Focusing on innovation, in order to make more sustainable products, plus environmentally- and socially-friendly, it is also Renault's aim to create products for customers with lower purchasing power. Once again, as Odile Desforges insisted, this also applies for employees, as Renault focuses on innovation to improve the working conditions of its employees.

#### INNOVATION IS A KEY ENABLER FOR SUSTAINABILITY

Dawn Danby, Sustainable Design Programme Manager for Autodesk, first insisted that the construction industry is even more polluting than the car industry. But, as she pointed out, things are changing. Dawn Danby explained that today designers and architects have access to technology that not only makes it possible to create three dimensional visuals, but also to see how their design would actually work. Indeed, when designing a room it is now possible, for example, to visualize how natural light will fill the space, and optimise the positioning of the windows to decrease electricity consumption.

Penny Low illustrated how innovation enables sustainability with an example from the telecommunications industry. Ten years ago, it was not profitable for a company to connect

#### “SUSTAINABILITY IS A DUTY”

Odile Desforges



Odile Desforges



Liz Padmore, Dawn Danby

remote villages to telecommunication networks. However, today, with satellites, poor and remote places have been connected to the rest of the world.

#### WE NEED TO CHANGE OUR INCENTIVE SYSTEM

Changing the incentive system is the only way to ensure that leaders think differently. Penny Low made her point by taking the example of governments which usually focus on the short-term as they seek to be re-elected, but, if their goal is to remain in office long-term, should focus their policies on sustainable measures. In a similar manner, if a government's goal is to encourage long-term investors, it will invest in education.

This is also true for private companies, which need to re-design their incentive systems by, for example, introducing metrics for sustainability in performance management.



*Dennis M. Nally,  
Chairman,  
PricewaterhouseCoopers  
International Ltd.*

88\_WOMEN'S FORUM\_2009 WHITEBOOK



# CEO INTERVIEW

# PRICEWATERHOUSECOOPERS

Dennis M. Nally, Chairman, PricewaterhouseCoopers International Ltd.



**For which principal reasons does your company partner the Women's Forum for the Economy and Society?**

I believe that PricewaterhouseCoopers will only enjoy success in the long term if we recognise the critical role played by diversity in sustaining an innovative, productive, and loyal workforce. Bringing more diversity to our leadership is of vital importance to me, and something which I will personally champion during my tenure as Chairman. As a network of firms operating in 151 countries, we're interested in engaging in a truly international forum which brings together business and other thought leaders to dialogue around diversity, governance, sustainability, and corporate responsibility.

**If you had to choose one initiative, one decisive change to encourage the advancement of women in the corporate field, what would it be?**

I would take measures to increase the competency of cultural dexterity in our workforce. Cultural dexterity refers to the level of interpersonal business skills we need as businesses and individuals to understand, manage, coach, work, interact, connect, and effectively communicate with people from vastly different backgrounds and across multiple dimensions of diversity. By nurturing this competency, we would create a more inclusive workplace which values and leverages all dimensions of difference – including gender – and thus bolsters innovation.

**In your opinion, who is the most remarkable woman on the world stage in the past decade and why?**

I admire German Chancellor Angela Merkel, not simply because she's the leader of one of the world's largest economies, but because of

her outspokenness about the party's 1999 financing scandal. She demonstrated decisiveness, courage, and integrity at a pivotal moment.

**The 2009 programme – with the theme “Think again, think ahead” – invites us to propose and implement new ideas and business models. What is your vision of tomorrow's world?**

I believe that in the future we'll see a seismic shift in work culture – in fact this is already happening. Business will be about much more than simply the bottom line. The way we measure success will have altered forever – we will have fully integrated respect for our employees, environment and our global communities into our business strategies. Flexible work arrangements will become the standard, rather than the exception. Quality of output will continue to be a key performance measure for employees, but during which hours and where that is achieved will be much less important, and this will be one way we've made the business world more attractive to women and different generations.

While technical and analytical competencies will remain relevant, emotional intelligence and cultural dexterity will be skills that are even more firmly embedded in the way we recruit and manage global talent. Business will play an increasingly important role in education. The economic crisis has demonstrated a need to begin educating people about finance and accounting at a much earlier age, and science is becoming a key field; these are places where business will have stepped in to provide time, expertise, and engagement. I think we'll see a significant increase in public-private partnerships that foster education, environmental stewardship and a robust commitment to our communities. Finally, I believe the business world of tomorrow will be a much more creative place as a result of increased and more efficient cross-border cooperation and because all voices – including those of women – will be heard and valued.



2009 WHITEBOOK\_WOMEN'S FORUM\_89

# SUSTAINABILITY CLUB

## DO BUSINESS AND BIODIVERSITY GO TOGETHER?

Friday 16 October, 2009

IN THE AREA OF SUSTAINABILITY AND PARTICULARLY BIODIVERSITY, LAFARGE IS ONE OF THE WORLD'S MOST COMMITTED CONSTRUCTION MATERIALS COMPANIES. CURRENTLY THE COMPANY SUPPORTS MANY INITIATIVES AS IT BECOMES MORE INTEGRATED INTO LOCAL COMMUNITIES IN THE REGIONS WHERE IT OPERATES. SUCH SUCCESS STORIES PROVE THAT BIODIVERSITY AND INDUSTRIAL SUSTAINABILITY ARE COMPLEMENTARY IN THE LONG-TERM, AND A COMPANY SUCH AS LAFARGE HAS A BUSINESS INTEREST IN RESTORING AND DEVELOPING BIODIVERSITY IN ITS QUARRYING SITES. UNEXPECTEDLY, EMERGING COUNTRIES SEEM TO BE ADVANCING FASTER THAN OTHERS, SEEKING TO REDUCE THEIR OWN IMPACT ON THE ENVIRONMENT. THIS IS HOPEFUL FOR FUTURE GENERATIONS!

### WHY IS LAFARGE INVOLVED IN SUSTAINABLE DEVELOPMENT AND BIODIVERSITY ISSUES?

Lafarge is present in 79 countries around the world with 2,400 production sites and 900 quarries. However as products are not easily transportable, production sites are local to quarries.

Quarries are exploited for 10 to 100 years, a therefore win-win approach with communities and local authorities is the key success factor to obtaining and maintaining extraction permits.

Lafarge's business consists mainly in extracting lime, and thus endeavours to strike the right balance between its wish to protect the environment and biodiversity by reducing its

#### SPEAKER:



**Sara Ravella**  
SVP Group  
Communications,  
Lafarge, Italy

#### MODERATOR:



**Quentin Soissons**  
Sustainability Consultant,  
PricewaterhouseCoopers,  
France



*In the middle: Sara Ravella*

carbon footprint as well as the “biodiversity footprint”, and its main purpose, which is to create value for shareholders. Today, customers are looking for cheaper products, which is not compatible with the extra efforts it takes to protect the environment. While some customers are starting to ask for products that have generated less CO<sub>2</sub> emissions, few are ready today to pay a premium to protect biodiversity.

### REGULATION IS ESSENTIAL

In many countries, regulation obliges all cement producers to control their environmental impact. As a result, in countries with less regulation in place, the competitiveness of the company is hindered. However, there is some hope as governments consider Lafarge's action as an example to follow and therefore impose similar high standards on other corporations. In addition to these national regulations, Lafarge has developed its own standards and management programmes and applies them to all its sites.



Sara Ravella

**WHAT ARE THE PRINCIPAL ACTIONS THAT LAFARGE HAS TAKEN IN THE AREA OF SUSTAINABLE DEVELOPMENT AND BIODIVERSITY ISSUES?**

First, in order to improve, Lafarge felt that it needed to be challenged. In view of this, the company put together a stakeholder panel consisting of 10 experts from NGOs, governments, environmental groups etc... The panel meets once a year with Lafarge's board to review its progress.

The company developed partnerships with NGOs such as the WWF. Together they participate in four global joint action plans (for example one project focuses on CO<sub>2</sub> emissions) to prepare for future disruptions. They also co-finance local projects (like planting trees, reintroducing endangered species, launching rehabilitation plans before closing a quarry, etc...). A selection process with a management committee was implemented to boost positive motivation and encourage plant managers to start up initiatives with a strong impact.

Lafarge is working on reducing its impact on the environment through, for instance, the Cement Sustainability Initiative which focuses on the improvement of current processes and provides a forum to share best practices. The goals are to reduce CO<sub>2</sub> emissions, restore biodiversity, limit water usage, lower energy consumption, and deal with persistent pollutants.

It is also important to examine the life cycle analysis of a material in order to take into account the entire impact that it has on the environment. In the case of cement, a positive impact is observed regarding the energy consumption of buildings. Furthermore, Lafarge considers the whole neighbourhood, striving for sustainable cities such as in China. Lafarge takes part in initiatives such as the Energy Efficiency in Buildings programme of the WBCSD which addresses issues pertaining to construction and urbanism.

**"WHILE SOME CUSTOMERS ARE STARTING TO ASK FOR PRODUCTS WITH A LOWER CARBON FOOTPRINT, FEW ARE PREPARED TO PAY A PREMIUM TO PROTECT BIODIVERSITY"**

Sara Ravella

**"IT'S IMPORTANT TO LOOK AT THE WHOLE LIFE CYCLE ANALYSIS IN ORDER TO TAKE INTO ACCOUNT THE TOTAL IMPACT OF THE MATERIAL ON THE ENVIRONMENT"**

Sara Ravella

**L'ESSENTIEL**

*LAFARGE EST UN DES PRODUCTEURS DE MATÉRIAUX DE CONSTRUCTION LES PLUS ENGAGÉS AU MONDE À INTÉGRER LES PROBLÉMATIQUES DE DÉVELOPPEMENT DURABLE ET DE BIODIVERSITÉ DANS SON MODÈLE ÉCONOMIQUE. LE GROUPE SOUTIEN AUJOURD'HUI DE NOMBREUX PROJETS VISANT À UNE MEILLEURE INTÉGRATION DANS L'ENVIRONNEMENT DE SES EXPLOITATIONS À TRAVERS LE MONDE. DE TELS SUCCÈS DÉMONSTRENT QUE BIODIVERSITÉ ET DÉVELOPPEMENT INDUSTRIEL DURABLE SONT TOUT À FAIT COMPATIBLES À LONG TERME, ET MÊME QUE L'INTÉRÊT ÉCONOMIQUE D'ENTREPRISES TELLES QUE LAFARGE EST DE RESTAURER ET DE DÉVELOPPER LA BIODIVERSITÉ SUR SES CARRIÈRES. FORCE EST DE CONSTATER QUE LES PAYS ÉMERGENTS AVANCENT ACTUELLEMENT PLUS VITE QUE LES AUTRES, EN CHERCHANT À RÉDUIRE LEUR PROPRE IMPACT SUR L'ENVIRONNEMENT. C'EST PLUTÔT UNE LUEUR D'ESPOIR POUR LES GÉNÉRATIONS FUTURES !*

However, one question remains: how can the life cycle analysis account for biodiversity?

Last but not least is the issue of corporate social responsibility. Lafarge supports CARE's efforts to develop health programmes. Together with CARE mobile clinics are set up, for example, to raise awareness regarding HIV/AIDS and to help protect the health of employees and their families. Ultimately, all these actions are good for business: protecting workers, using less water and less energy, creating the right conditions for a long-term relationship with local communities.



Sustainability Club corner

## SUSTAINABILITY CLUB

# LESS WASTING, MORE SHARING

Saturday 17 October 2009

IN FRANCE, 8 MILLION PEOPLE LIVE BELOW THE POVERTY LINE WHILE COMPANIES ARE SENDING PRODUCT SURPLUSES TO WASTE DISPOSAL. WE LIVE IN A SOCIETY OF OVERCONSUMPTION. "L'AGENCE DU DON EN NATURE", THE FRENCH EQUIVALENT OF THE US-BASED "GIFTS IN KIND INTERNATIONAL", TRIES TO SOLVE THIS PARADOX BY PROVIDING A CHANNEL FOR MANUFACTURERS TO RELEASE PRODUCT SURPLUSES WHILE GIVING NGOS THE POSSIBILITY OF OBTAINING THE PRODUCTS THEY REQUIRE AT A VERY LOW PRICE. THIS RECONCILES OUR ECONOMY WITH THE HUMAN FOCUS IT NEEDS.

### THE PARADOX OF OUR SOCIETY

In France, 8 million people live below the poverty line while companies are sending product surpluses to waste disposal more than ever before.

"L'Agence du Don en Nature" (ADN) is the French equivalent of the US-based "Gifts In Kind International", who has managed to redirect USD 1 billion worth of products which would otherwise have been demolished. The rationale is simple: every year, huge quantities of new products are being destroyed by manufacturers who do not have another outlet for their surplus, as they never wanted to donate their products for fear of them ending up on the black market.

### AN ALTERNATIVE CHANNEL

The "Gifts In Kind" principal organises an alternative channel that gives manufacturers an outlet for their surplus while providing help to those in need.

#### SPEAKERS:



**Jacques-Etienne de T'Serclaes**  
Founding Director, Agence du Don en Nature, France

#### MODERATOR:



**François Thueux**  
Sustainability Consultant, PricewaterhouseCoopers, France



*Sustainability Club corner*

How does it work? It is an elaborate balance of five types of players. In France firstly, manufacturers deliver their surpluses to warehouses where ADN stores the products. ADN manages a website to which NGOs have access to order the products at only about 5% of their face value (a contribution to ADN's handling costs). Finally, NGOs distribute the products to those who need them. Of course, this would not be possible without the help of partners, whether financial, who make cash donations, or those who provide pro-bono services (accounting, website design and maintenance etc...).

### A WIN-WIN SYSTEM

For manufacturers, the advantages are threefold: finding a more economical and environmentally friendly outlet for surpluses; benefiting from tax deductions; and helping others, an aspect of which they are proud.



On the other hand NGOs find cheap products to distribute. In other words, everybody wins. In order for this system to work, ADN must ensure that it is demand-oriented: the agency asks NGOs what they require in order to concentrate their efforts where it counts most. In terms of a business model, ADN is sustainable thanks to the help of its partners and the fees paid by NGOs to contribute to its handling costs. No public money is used, as Jacques-Etienne de T'Serclaes believes that the state no longer has the monopoly on common interest. A question was addressed to ADN asking whether it would be conceivable to request remuneration from manufacturers for this service, as through this service disposal costs are avoided. Jacques-Etienne de T'Serclaes expressed that his main objective today was to redistribute as many products as possible to help as many people as possible, and thus have a broader reach. However, he did not exclude the possibility of requesting a fee in the future.



Left: Jacques-Etienne de T'Serclaes

“THE STATE NO LONGER HAS THE MONOPOLY OF COMMON INTEREST”

Jacques-Etienne de T'Serclaes



Jacques-Etienne de T'Serclaes

#### AN AMBITIOUS GOAL

Today, ADN has a clear objective: to expand beyond French borders to eventually span the entire Eurozone as the concept is 100% replicable everywhere. This session was a wonderful example of a private initiative for wealth redistribution.

#### L'ESSENTIEL

EN FRANCE, 8 MILLIONS DE GENS VIVENT EN DESSOUS DU SEUIL DE PAUVRETÉ ALORS QUE LES ENTREPRISES DÉTRUISENT LEURS EXCÉDENTS. NOUS VIVONS DANS UNE SOCIÉTÉ DE SURCONSOMMATION. C'EST LE PARADOXE QUE L'AGENCE DU DON EN NATURE ESSAIE DE RÉSOUDRE EN CRÉANT UNE FILIÈRE POUR FOURNIR AUX PRODUCTEURS UNE SOLUTION POUR LEURS EXCÉDENTS, TOUT EN OFFRANT AUX ONG LA POSSIBILITÉ D'OBTENIR LES PRODUITS DONT ELLES ONT BESOIN À PRIX RÉDUITS. CELA PERMET DE RÉCONCILIER NOTRE ÉCONOMIE ET L'HUMANITÉ DONT ELLE A BESOIN.

PART 3



*Irina Bokova*

## Part 3

# HUMAN CAPITAL

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“WE HAVE TO SHOW MORE SOLIDARITY, MORE TOLERANCE, MORE RESPECT TOWARDS OTHERS AND BE UNITED AROUND THE COMMON VALUES OF HUMANITY”, SAID IRINA BOKOVA DURING HER INTERVIEW. IT IS PEOPLE WHO CAN REVIVE THE ECONOMY, IT IS PEOPLE WHO CAN HELP DEMOCRACIES PROGRESS. INDIVIDUALS – ENTREPRENEURS, COMMUNITIES, TRIBES, AND YES, ESPECIALLY WOMEN. AUDACITY AND HOPE ARE THE KEYS TO CHANGE THE WORLD.

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# RESTORING HOPE, RISK AND ENTREPRENEURSHIP

Thursday 15 October 2009

RISK AND ENTREPRENEURSHIP GO HAND IN HAND. WHEN TAKING RISKS, ONE MUST HAVE THE HOPE OF SUCCEEDING AGAINST ALL ODDS, ESPECIALLY DURING DOWNTURNS. WHILE WOMEN ARE BETTER PAYERS, LOANS ARE LESS ACCESSIBLE TO THEM. HOWEVER, RECEIVING A LOAN INCREASES SELF-CONFIDENCE, NOT SUFFICIENTLY THOUGH TO PUSH WOMEN INTO THINKING 'BIG' FOR THEIR BUSINESS. WHATEVER THE PATH - DEVELOPING MULTINATIONALS OR LAUNCHING SOCIAL BUSINESSES - ADVICE TO WOMEN ENTREPRENEURS IS "MOVE OUT OF YOUR COMFORT ZONE", "ASK FOR MORE" AND "JUST DO IT!".



From left to right : F.Donner, M.Nowak, S.Wasmund, D.Muthoni

*YOUR HOPE  
FOR THE  
FUTURE?*

**"THAT WOMEN  
BRING MORE  
ETHICS AND  
COMMON  
SENSE TO  
BUSINESS  
WORLDWIDE"**

Maria Nowak



Maria Nowak





From left to right : F.Donner, M.Nowak, S.Wasmund, D.Muthoni

## L'ESSENTIEL

LA CRÉATION D'ENTREPRISE EST INDISSOCIABLE DE LA PRISE DE RISQUE, QUI PEUT SE TRADUIRE PAR L'ÉCHEC COMME PAR LA RÉUSSITE. ET ON NE PREND DES RISQUES QU'AVEC L'ESPOIR DE RÉUSSIR QUELS QUE SOIENT LES OBSTACLES, NOTAMMENT EN PÉRIODE DE CRISE. SI LES FEMMES REMBOURSENT MIEUX LES PRÊTS, L'EMPRUNT LEUR RESTE MOINS ACCESSIBLE. ET POURTANT TOUT EMPRUNT CONSENTI ACCROÎT LA CONFIANCE EN ELLE DE L'EMPRUNTEUSE. MAIS LORSQUE LES FEMMES CRÉENT DES ENTREPRISES, ELLES SONT DE PETITE TAILLE. VERRONS-NOUS UN JOUR DES MULTINATIONALES FÉMININES DOMINER LEURS MARCHÉS ? OU LES FEMMES SERONT-ELLES PLUS ENCLINES À CRÉER DES ENTREPRISES À CARACTÈRE SOCIAL ? LES AVIS SONT PARTAGÉS, MAIS UNANIMES SUR LES CONSEILS AUX FEMMES ENTREPRENEURS : « SORTEZ DE VOTRE ZONE DE CONFORT », « DEMANDEZ PLUS PLUTÔT QUE MOINS » ET « FONCEZ » !

## SPEAKERS:



**Dorcas Muthoni**  
CEO, Open World, Kenya  
(2009 Women's Forum Rising Talent)



**Maria Nowak**  
President, l'Association pour le Droit à l'initiative économique (ADE), France



**Sháa Wasmund**  
Founder and CEO, Smarta, UK  
(2009 Women's Forum Rising Talent)

## MODERATOR:



**Francesca Donner**  
Editor, [www.forbeswoman.com](http://www.forbeswoman.com), USA



Francesca Donner

### THE IMPACT OF THE CRISIS ON WOMEN ENTREPRENEURS

2009 Rising Talent Sháá Wasmund from the UK gave a vivid depiction of how she saw her new company through the crisis, securing financing against all odds. The way to make it happens, she found, was reaching out to the people she knew after her attempts to secure a loan with the bank had failed, and learning to deal with the frustration of having to launch her online site after three months instead of nine as initially planned.

Maria Nowak from the French microcredit organisation ADIE recounts that micro-entrepreneurs are badly hit by the crisis, worse than SMEs. Their income has gone below the poverty level and yet, they are optimistic, she says, because they have a project for the future.

For Dorcas Muthoni, who set up her company in Kenya, staying optimistic in the face of adversity is the only way forward. "There's no option. When you put your mind to something you can't look back. This focus is how I do it, I learn from experience, and I believe every talent has its window of opportunity".

### ARE LOANS LESS ACCESSIBLE TO WOMEN?

Obtaining a loan is indeed harder for women in Kenya: they have to negotiate, with their male partner or family, the use of property as security because property is typically registered by men.

Different recession data from the UK show women have a higher repay ratio than men. They also ask for less money than they need, whereas men ask for more than they need. Sháá Wasmund encouraged women entrepreneurs to "Ask for more!"

One of the biggest impacts of securing a loan is an increase in confidence, according to a participant from Tunisia offering micro-loans to women. Maria Nowak confirmed, saying how extraordinary it is to see that a small amount of money can change a life, increasing confidence, hope, and recreating social links for people who had been excluded.

Maria Nowak noted that women were more reluctant to get involved in business creation, but they are also more rigorous and more involved in what they did. Women micro entrepreneurs typically launch childcare, food preparation, dress making, or handicraft businesses. It is easier for a

"THERE'S NO OPTION. WHEN YOU PUT YOUR MIND TO SOMETHING YOU CAN'T LOOK BACK. THIS FOCUS IS HOW I DO IT, I LEARN FROM EXPERIENCE, AND I BELIEVE EVERY TALENT HAS ITS WINDOW OF OPPORTUNITY"

Dorcas Muthoni

"THAT ENTREPRENEURS FROM SO-CALLED DEVELOPING COUNTRIES SELL VALUE EVERYWHERE AROUND THE GLOBE"

Dorcas Muthoni



Dorcas Muthoni



woman to organise these types of businesses around her family, than to work for a company and try to balance being a wage worker with family life.

#### LIFESTYLE OR LARGE BUSINESSES

Could it be that only men launch the likes of Facebook, Google, while women restrict themselves to “lifestyle” businesses?

Sháá Wasmund knew from early on that “It takes as much time and effort to build something small as to build something big. Do it big and you’ll have more impact. We must encourage women to think bigger”. Similarly, Dorcas Muthoni pleaded for more women to be willing to take risks and to go out in the wild. She wondered why there were so few women entrepreneurs and suggested that women need examples they can relate to – role models.

At this point there was an outcry from the audience, telling panellists that there are few opportunities for entrepreneurship out there; that some women want to have a growing family and struggle to see themselves combining both work and family, and asking: “what is wrong with that?”

A woman entrepreneur from Egypt reminded the audience that the oldest multinationals are only 50 years old. She believes tomorrow’s multinationals are being created now and could well be women-led multinationals. Her advice to women entrepreneurs is “Get out of your comfort zone, and build experience before going into business”.

#### ROLE MODELS AND NEW BUSINESS MODELS

Many women believe that there are no women role models in business, so they take men as role models, according to Maria Nowak. She wonders whether we should only talk about big business for profit or if we should take into greater consideration public interest, which is in many cases of more interest to women.

“IT TAKES AS MUCH TIME AND EFFORT TO BUILD SOMETHING SMALL AS TO BUILD SOMETHING BIG. DO IT BIG AND YOU’LL HAVE MORE IMPACT. WE MUST ENCOURAGE WOMEN TO THINK BIGGER”

Sháá Wasmund

*YOUR HOPE FOR THE FUTURE?*

“MORE COLLABORATION BETWEEN WOMEN, MORE SUPPORT FOR PEOPLE LIKE MARIA”

Sháá Wasmund



Sháá Wasmund

A participant teaching small business in the UK recalled that many women do not want big businesses and, instead are focused on how they can contribute to the community; how work can fit into their lives instead of defining their lives.

Another entrepreneur from the audience believes that business life today is shaped by men and offers no room for family. She called on women entrepreneurs to change these patterns.

# SPEAKING OUT

Thursday 15 October 2009

THE SPEAKING OUT SESSION GAVE FOUR OUTSTANDING PERSONALITIES THE OPPORTUNITY TO PRESENT THEIR PROJECTS: THE ORGANISATION “REPORTERS D’ESPOIRS”, WHICH ACTIVELY PROMOTES THE PRODUCTION OF POSITIVE INFORMATION; KADIGER, A TURKISH WOMEN ENTREPRENEURS ASSOCIATION; THE GENDER EQUALITY PROJECT AND THE HUMANITARIAN AMOR ASSOCIATION.

## L’ESSENTIEL

LA SESSION “SPEAKING OUT” DONNE L’OPPORTUNITÉ À DES PERSONNALITÉS DE TOUS HORIZONS DE PRÉSENTER À L’ENSEMBLE DES PARTICIPANTS LEUR PROJET, LEUR PASSION, LEURS IDÉES ET CONVICTIONS SUR DES THÈMES QUI LEUR TIENNENT À CŒUR. 4 PROJETS PRÉSENTÉS : REPORTERS D’ESPOIRS, UN RÉSEAU DE FEMMES ENTREPRENEURS TURQUES, LE GENDER EQUALITY PROJECT ET L’ASSOCIATION HUMANITAIRE AMOR.

**Pierre Nougué** founded the organisation “Reporters d’Espoirs” in 2003. It actively promotes information focused on solutions rather than drama-oriented media coverage, by encouraging the media to spotlight initiatives which give hope and energy for action. Aiming to become a reputed brand worldwide, his information agency has the ambition, with UN support, to develop the project internationally through a global network of journalists. “We’ll go for it with any organizations and individuals who want to join us, holding high hopes and solutions as essential values”.

**Gülseren Onanç** is wholeheartedly emphasising the notion of “Becoming WE”, a notion of togetherness which brings unity within diversity. This is crucial to sustain economic and social development. Her mission is to help empower women through entrepreneurship, promoting women’s independence and equality. She strongly believes that different cultures can live together, respectful of each other. “It is time to “become We”, and embrace all these various identities. We should enjoy the comfort of solidarity, regardless of our background.”

## SPEAKERS:



**Pierre Nougué**  
Founder and Executive  
CEO, Reporters d’Espoirs,  
France



**Gülseren Onanç**  
President, Kadiger  
(Women Entrepreneurs  
Association), Turkey



**Nicole Schwab**  
Co-Founder, Gender  
Equality Project,  
Switzerland



**Tasha de Vasconcelos**  
Supermodel, actress and  
founder, AMOR, Portugal/  
UK

## MODERATOR:



**Hilary Bowker**  
Bowker Media +  
Communications, UK

**Nicole Schwab** highlights that there is still a long way to go to develop equal opportunities between men and women in the workplace. This undisputed gap is a critical issue, especially in the economic crisis context. “The Gender Equality Project plays a key role in offering new ways of thinking about leadership. It is about embracing new management styles and providing space for both career and family life”. A comprehensive assessment methodology has been developed to be used as a management tool. It will also become a global label to be launched in 2010.

**Tasha de Vasconcelos** has just returned from an emotional trip to Malawi for AMOR’s maternity project, which helps mothers to survive childbirth and babies to live free of HIV. To raise funds for this project has been a hard struggle. But she was comforted in her efforts that mothers and babies are indeed alive thanks to AMOR’s work and she has proof that “with heart and will, mountains can be moved and miracles do happen”. As a final piece of food for thought, let’s ask ourselves “not what humanity can do for us but what we can do for humanity”.



Pierre Nougué



Gülseren Onanç



Nicole Schwab



Tasha de Vasconcelos

# SPEAKING OUT

Friday 16 October 2009

AT THE SPEAKING OUT SESSION FOUR PARTICIPANTS PRESENTED THEIR PROJECTS. NADEREH CHAMLOU, SENIOR ADVISOR TO THE CHIEF ECONOMIST OF THE MIDDLE EAST AND NORTH AFRICA REGION AT THE WORLD BANK, DESCRIBED HER VISION OF WOMEN'S INFLUENCE AROUND THE WORLD. CORINNE HIRSCH SHARED THE MAIN RESULTS FROM THEIR SURVEY GAUGING WOMEN'S OPINION ON EQUALITY OF OPPORTUNITIES IN COMPANIES. ZODWA MANASE, CHAIRPERSON OF THE STATE INFORMATION TECHNOLOGY AGENCY IN SOUTH AFRICA, DESCRIBED SOUTH AFRICAN PRESIDENT ZUMA'S EXCITING PRESIDENTIAL HOTLINE PROJECT. FINALLY, PATRICIA MITCHELL, PRESIDENT OF PALEY CENTRE FOR THE MEDIA, SPOKE OF HER PROJECT TO CREATE A WOMEN-LED MEDIA NETWORK.

## WOMEN'S INFLUENCE AROUND THE WORLD

Nadereh Chamlou, Senior Advisor to the Chief Economist for the Middle East and North Africa Region at the World Bank, described her vision of women's influence around the world. Women are revolutionising politics. With their votes, they help bring more moderate politicians into power. With increased presence in business, including at board level, they can also shape corporate values. Finally, women are increasingly at the forefront of tomorrow's industries.

## « BAROMÈTRE DE CONFIANCE DES FEMMES CADRES »

Corinne Hirsch presented the "Baromètre de confiance des femmes cadres", a survey measuring women's opinion on equal opportunities in companies. She highlighted the success of the survey in sharing the voice of 23,000 women in leadership positions. Some of the surprising findings include: 55% of respondents are not confident about their career prospects, 69% are concerned that they have limited chances of being offered top management positions in their companies. The survey provides evidence that improving equal opportunities is good for business performance as it increases women's motivation.

## PRESIDENTIAL HOTLINE PROJECT

Zodwa Manase, Chairperson of the State Information Technology Agency in South Africa, recounted an initiative to improve the efficiency of public service delivery. As a result of the project, a Presidential Hotline was set up. It aimed to provide each citizen with a direct line to President Zuma's office. It was an overwhelming success, with 800,000 calls on launch day. Zodwa Manase shared how she was proud of being involved in such an exciting project. She expressed hope that this hotline will be used to improve service delivery, to eliminate government corruption and to address citizens' top priorities.

## SPEAKERS:



**Nadereh Chamlou**  
Senior Advisor to the Chief Economist, Middle East and North Africa Region, The World Bank, USA



**Corinne Hirsch**  
Coordinator, "Baromètre de confiance des femmes cadres", France



**Zodwa Manase**  
Chairperson, State Information Technology Agency, South Africa



**Patricia Mitchell**  
President, Paley Center for the Media, USA

## MODERATOR:



**Hilary Bowker**  
Bowker Media + Communications, UK

## "LET'S CREATE OUR OWN GLOBAL MEDIA NETWORK"

Patricia Mitchell

## "WOMEN ARE REVOLUTIONISING THE POLITICAL WORLD"

Nadereh Chamlou



Corinne Hirsch



Zodwa Manase



Patricia Mitchell



Nadereh Chamlou

## CREATING WOMEN'S OWN GLOBAL MEDIA NETWORK

Patricia Mitchell, President of Paley Centre for the Media, evoked what she labels "the mother of all our problems", "we have a media problem", she said, reminding the audience of the paradox of "more information, less knowledge". Women are so under-represented in media as well as misrepresented: less than 12% of all news around the world is about women. "So let's create our own global media network", she suggested, as a way to progress the cause of women.

## L'ESSENTIEL

AU COURS DE CETTE SESSION DE « SPEAKING OUT », QUATRE PARTICIPANTES ONT PRÉSENTÉ LEURS PROJETS. NADEREH CHAMLOU A PRÉSENTÉ SA VISION DE L'INFLUENCE GRANDISSANTE DES FEMMES DANS LE MONDE. CORINNE HIRSCH A EXPOSÉ LES PRINCIPALES CONCLUSIONS DU « BAROMÈTRE DE CONFIANCE DES FEMMES CADRES », UNE ÉTUDE SUR LA VISION DES FEMMES QUANT À L'ÉGALITÉ EN ENTREPRISE. ZODWA MANASE A PARTAGÉ SON EXPÉRIENCE DU PROJET DE HOTLINE PRÉSIDENTIELLE QUI PERMET À CHAQUE CITOYEN DE CONTACTER LE PRÉSIDENT SUD AFRICAIN. ENFIN, PATRICIA MITCHELL A EXPOSÉ SON PROJET DE CRÉATION D'UN RÉSEAU DE MÉDIAS PAR LES FEMMES.

# HOW CAN WOMEN BE A GREATER FORCE FOR DEMOCRACY IN THE WORLD TODAY?

Thursday 15 October 2009

CAN WOMEN MAKE A DIFFERENCE IN POLITICS? DO WOMEN HAVE TO PERFORM BETTER TO SUCCEED? HOW WILL WOMEN ACHIEVE PARITY? AS THEY TRIED TO ANSWER THE QUESTIONS, THE SPEAKERS EXPRESSED THEIR BELIEF THAT WOMEN CAN INDEED PLAY A KEY ROLE AND THAT DEMOCRACY NEEDS WOMEN TO BE ACTIVELY INVOLVED AS MUCH AS WOMEN NEED DEMOCRACY.

HOWEVER, WOMEN FACE AN UPHILL BATTLE. THEY STRUGGLE TO REACH CERTAIN POSITIONS IN GOVERNMENTS. HIGHER DEMANDS ARE PLACED UPON THEM RELATIVE TO THEIR MALE COUNTERPARTS.

TODAY, WOMEN AROUND THE GLOBE HAVE A DUTY TO EDUCATE THE NEXT GENERATION AND INSTILL VALUES IN THEM.

YOUNG GENERATIONS CANNOT BE COMPLACENT AND REST UPON THE ACHIEVEMENTS OF THEIR MOTHERS OR THEIR GRAND-MOTHERS. WHETHER IN AFRICA, PALESTINE OR FRANCE THE FACT REMAINS: THE FIGHT MUST GO ON.

## THE DIFFERENCE MADE BY A WOMAN PRESIDENT

In Liberia, Ellen Johnson Sirleaf was the first woman to be elected as leader of an African country in 2006. Olubanke King Akerele is convinced that it made a difference to have a woman President because of the fresh approach a woman brings to exercising leadership. More importantly,

“THE FIGHT IS GLOBAL, DIFFERENT BUT IDENTICAL BECAUSE NOTHING IS GRANTED”

Christine Ockrent



Christine Ockrent

the fact that a woman was elected to reconstruct a country carried a specific meaning. The people of Liberia trusted her to reconstruct the country and to bring back hope.

#### A NEVER-ENDING FIGHT

For Fadela Amara, the task is much more difficult in politics for a woman of immigrant and working-class background. Fadela Amara finds that the violence that women endure in politics is similar to what they suffer in their neighbourhoods. Nonetheless men will have to make room for women as they will take more and more responsibilities. Still, the fight is not over yet. Only solidarity will bring about a change in mindset. Women will be able to influence political powers as well as evoking the question of equality. People need to understand that women are the way towards democracy.

#### THE SOUTH AFRICAN PARADOX

Since Apartheid was defeated, women in South Africa have been much more empowered than women in Europe or in the USA, because they had to keep life going when men were in prisons. But is this still the case for younger generations? Phumzile Mlambo-Ngcuka observes that the situation is deteriorating despite the fact that South Africa still does much better than most other countries. She deplores that the women of her age group are not doing enough to protect these achievements. Great though these achievements were, they were not enough and the future will depend on what women continue to do, as the fight is not over yet.

#### SECOND-CLASS CITIZENS

Despite the high level of education of women in Palestine, are women still looked upon as “second-class citizens”? Hind Khoury believes that the conflict in Palestine has actually empowered women. But in the 1990s, there was a growth in fundamentalism and a regression in women’s liberties. The Palestinian authority was much more male-dominated and women lost their positions in government. They had to fight for their legitimate right to be part of the decision-making processes.

#### SPEAKERS:



**Fadela Amara**  
Secretary of State of  
France for Urban Policies



**Hind Khoury**  
Delegate General for  
Palestine in France



**Olubanke King Akerele**  
Minister of Foreign Affairs  
of Liberia



**Phumzile Mlambo-  
Ngcuka**  
former Deputy President  
of South Africa

#### MODERATOR:



**Christine Ockrent**  
COO, French Television  
and Radio World Service,  
France



*Hind Khoury*



From left to right: F.Amara, H.Khoury, C.Ockrent, P.Mlambo-Ngcuka, O.King Akerele

#### PREPARING THE NEXT GENERATION

The most important fact is that Liberia is working on the next generation. India provided a contingent of female peace-keepers to help restore stability in Monrovia. It is making young women in Liberia see a window of opportunity in taking part in the reform of the security sector. Olu-banke King Akerele said that people need to instil their values in the next generation. Liberia wants to be able to offer not only police forces but peace monitors, peace builders.

#### FOR WOMEN, THE TITLE IS NOT ENOUGH

Phumzile Mlambo-Ngcuka pointed out that women still have to make an extraordinary impact in order to be recognised. Everything still requires an extra effort. Average is bad, but average for women is worse. She regrets that South Africa has not invested enough in teaching values, that younger women do not understand the concept of sacrifice enough. Children need values and role models.

“THE FIGHT IS NOT OVER YET”

Phumzile Mlambo-Ngcuka



Phumzile Mlambo-Ngcuka



### THE PATH TOWARDS FIGHT AND STRUGGLES

Fadela Amara is not optimistic. She deplores that young people are neither aware of nor interested by the real issues, that they lack a political conscience. And since the question of democracy lies beyond women's status, it is each woman's responsibility to teach her values to children. Women need to go back to the long-lost path towards fight and struggles. In addition, they need to question their relationships amongst women, as they are often ruthless with one another.

To conclude, Fadela Amara expressed her outrage at the progress of religious fundamentalism and mostly Islamic fundamentalism all around the world. She cannot accept that in France, today, there are still forced marriages, excisions etc ... And she appeals to women everywhere to refuse that the physical or moral integrity of anybody, much less of women, be infringed.

### L'ESSENTIEL

*LES FEMMES PEUVENT-ELLES FAIRE LA DIFFÉRENCE EN POLITIQUE ? DOIVENT-ELLES ÊTRE PLUS PERFORMANTES POUR RÉUSSIR ? COMMENT ATTEINDRONT-ELLES LA PARITÉ ? EN TENTANT DE RÉPONDRE À CES QUESTIONS, LES PARTICIPANTS ONT EXPRIMÉ LEUR SENTIMENT QUE LES FEMMES PEUVENT EN EFFET AVOIR UN RÔLE CLÉ À JOUER ET QUE LA DÉMOCRATIE A BESOIN DE L'ACTION DES FEMMES AUTANT QUE LES FEMMES ONT BESOIN DE LA DÉMOCRATIE.*

*TOUTEFOIS, LE CHEMIN À PARCOURIR EST DIFFICILE. LES FEMMES DOIVENT SE BATTRE POUR ATTEINDRE CERTAINS POSTES DANS LES GOUVERNEMENTS : ON EXIGE D'ELLES DES ACCOMPLISSEMENTS SUPÉRIEURS À CEUX QUE L'ON ATTEND DES HOMMES.*

*AUJOURD'HUI, LES FEMMES DANS LE MONDE ENTIER DOIVENT ÉDUIQUER LA PROCHAINE GÉNÉRATION ET LUI TRANSMETTRE LEURS VALEURS.*

*LES JEUNES GÉNÉRATIONS NE PEUVENT PAS SE REPOSER SUR CE QUE LEURS MÈRES ET LEURS GRANDS-MÈRES ONT ACCOMPLI. QUE CE SOIT EN AFRIQUE, EN PALESTINE OU EN FRANCE, LE CONSTAT EST LE MÊME : LA LUTTE CONTINUE.*

**“WOMEN ARE THE WAY TOWARDS DEMOCRACY”**

Fadela Amara



Fadela Amara

**“PEOPLE NEED TO INSTIL THEIR VALUES IN THE NEXT GENERATION”**

Olubanke King Akerele



Olubanke King Akerele

# THE BOSTON CONSULTING GROUP STUDY

THE WOMEN'S FORUM, IN PARTNERSHIP WITH THE BOSTON CONSULTING GROUP (BCG), CREATED THIS YEAR THE "DIVERSITY CLUB FOR BUSINESS".

FOUNDING MEMBERS – COMPANIES ENGAGED IN THE PROMOTION OF DIVERSITY – ARE AUGUST & DEBOUZY, THE BOSTON CONSULTING GROUP, FEDEX EXPRESS, GDF SUEZ, LENOVO, L'ORÉAL, ORANGE, AND RENAULT NISSAN ALLIANCE. THE DIVERSITY CLUB ALSO HAS A PARTNERSHIP WITH LES ECHOS.

« ALL THE MEMBERS OF THE DIVERSITY CLUB ARE CONVINCED THAT DIVERSITY IS KEY FOR BUSINESS AND THAT DIFFERENCES MAKE BETTER RESULTS. »

Agnès Audier and Jean-Michel Caye, Partners and Managing Directors at BCG, led the initiative issuing a report including input from founding members of the Club. Through several interviews and analyses with front-runners, they studied the interest of a business and global approach to diversity, and the importance of this value as a competitive advantage.





Carlos Ghosn in the Diversity Club

BCG defines diversity as a management approach that values and develops potential, originating from having a diverse workforce and inclusive culture. Therefore, diversity is more than only gender, and also refers to nationality, disability, age, educational and professional background ... Companies implementing real diversity programmes will have a substantial opportunity to take advantage of the changing environment and build competitive advantage through a diverse workforce and dynamic, and an inclusive culture.

To go further, the study outlined two key success factors regarding diversity management:

- The investment in diversity must be made only when and because the organisation has **concrete business needs and objectives**
- This is not a one-off project but must be handled as a **mid- to long-term change management effort**.

Therefore, leading organisations support diversity through a plan, set up organisations and establish processes to continuously monitor its evolution.

#### **DIVERSITY FOR BUSINESS: A NEED OR AN OPPORTUNITY?**

It is both, as diversity stakes have become a critical strategy element. On one hand, diversity is a need: a way to supplement aging/retiring workforce, a natural course accompanying global expansion.

On the other hand, diversity provides opportunities. It allows companies to have better access to talent, enable increased customer/market focus, enhance organization culture, and give stronger social performance.

#### **PROACTIVE DIVERSITY MANAGEMENT CAN BECOME A SOURCE OF COMPETITIVE ADVANTAGE**

Several examples have demonstrated that consumer-facing companies, by implementing diversity programmes, have developed customer empathy and creativity, resulting in **superior customer service** and **superior products**. In addition, as diversity leads to flexibility, agility and broader perspective, leading organizations have generated **superior change capability** and **balanced decisions**.

The Diversity for Business report provides **concrete business cases** for diversity in various forms. Among them, readers will find

- How initiatives in adapting HR processes in a company that support diversity makes **women progress among the top talent pool of a company from 9% to 13% within a year?**
- Why as female candidates grow, the nomination and integration of talents in companies help achieve growth and why **growth of business in volume is directly correlated to the increased balance of women** in the total staff?
- How consumer-facing companies which have a diversity management by **integrating disabled employees experience 20% less absenteeism?**

# DIVERSITY CLUB

## DIVERSITY IN ACTION

Thursday 15 October 2009

BASED ON A STUDY CARRIED OUT BY THE BOSTON CONSULTING GROUP, A DEFINITION OF DIVERSITY AND THEIR VIEWS ON THE FOUR STAGES ON THE WAY TO DIVERSITY WERE GIVEN AS AN INTRODUCTION. THEN THREE COMPANIES INVOLVED IN THE PROMOTION OF DIVERSITY, L'ORÉAL, ORANGE AND RENAULT-NISSAN ALLIANCE, ILLUSTRATED THE IMPORTANCE OF DIVERSITY TO THEIR CORPORATIONS THROUGH THE CONCRETE STEPS ADOPTED TO PROMOTE DIVERSITY AND THE RESULTS THEY HAD ACHIEVED SO FAR. DEVELOPING ROLE MODELS, ADAPTING JOB DESCRIPTIONS OR SUPPORTING JOB MOBILITY OF COUPLES, WERE SOME OF THE EFFECTIVE MEASURES MENTIONED.

### INTRODUCTION: DEFINING DIVERSITY

The Diversity Club was created this year by the Women's Forum in partnership with The Boston Consulting Group in order to bring together companies engaged in the promotion of Diversity.

For Jean-Michel Caye, Partner and Managing Director at The Boston Consulting Group, diversity is not only a question of gender but also of nationality, disability, age, background...

He underlined changes that increase the need for diversity in business:

- globalisation,
- demographics,
- increasing speed of change, and
- increasing individual egos.

He then concluded by identifying the four stages:

1. *fundamental stage*: when rules and regulations force companies to address diversity,

“DIVERSITY IS NOT ONLY A QUESTION OF GENDER BUT ALSO OF NATIONALITY, DISABILITY, AGE, BACKGROUND, ETC.”

Jean-Michel Caye

“DIVERSITY CORRESPONDS TO RENAULT-NISSAN'S WAY OF CONSIDERING BUSINESS: TRYING TO USE WHAT'S RIGHT FOR BUSINESS IN ORDER TO PROMOTE WHAT'S GOOD FOR SOCIETY”

Mouna Sepehri



Jean-Michel Caye

2. *intuitive stage*: when diversity is believed to be a good thing,

3. *inclusive stage*: the realisation that it is difficult to implement and foster adaptation of internal processes, and

4. *strategic*: when diversity becomes a competitive advantage

Regarding the first stage, Marie-Hélène Bensadoun, Partner at August & Debouzy, added that from a legal point of view diversity has no texts; one refers to non-discrimination. Discrimination can have legal and economic consequences so companies tend to define anti-discrimination policies that must include training or employee awareness.

### DEBATE: DIVERSITY AT L'ORÉAL

L'Oreal's Corporate Diversity Director, Jean-Claude Le Grand, says that diversity is not only about gender but is a broader subject. L'Oréal has been working on diversity for about 30 years and has developed initiatives such as “Charte de la Diversité” (Diversity Charter) in partnership with Sciences-Po. Nevertheless, he thinks that signing up to a charter may be an easy task, however it is difficult is to

deliver on it. Today, L'Oréal boasts 37% of women in its top management, who have not been selected because they are women but because they are the best. When asked about concrete actions, Jean-Claude Le Grand cites the additional month offered to women after maternity leave or the special programme developed in order to support the mobility of couples.

#### DEBATE: DIVERSITY AT ORANGE

Laurent Despond, VP Diversity & Inclusion at Orange, insisted that for Orange diversity has been a preoccupation for years. It started with the possibility of integrating people coming from abroad. Then Orange started actions at a local level to integrate people from lower-income backgrounds. Then the gender question emerged and has now been addressed, together with the integration of disabled employees. Based on experience, Orange noticed that diversity is good for performance. For instance, 7 out of the 10 best-performing shops are run by women. Likewise, the absenteeism is 20% lower in shops where a disabled employee works. At Orange, only 22% of top management positions are occupied by women. However, it aims to achieve a representation equal to that of its employees.

#### DEBATE: DIVERSITY AT RENAULT-NISSAN

For Mouna Sepehri diversity corresponds to Renault-Nissan's way of considering business: "trying to use what's right for business in order to promote what's good for society".



Marie-Hélène Bensadoun



Jean-Claude Legrand

#### MODERATOR:



Anne Bauer  
Les Echos, France

#### INTRODUCTION:



Agnès Audier  
Partner & Managing  
Director, The Boston  
Consulting Group, France



Marie-Hélène Bensadoun  
Partner, August & Debouzy,  
France



Jean-Michel Caye  
Partner and Managing  
Director, The Boston  
Consulting Group, France



Marine Liboz  
VP International Business  
Development, Partnership  
& Marketing, Women's  
Forum for the Economy  
and Society, France

#### SPEAKERS:



Laurent Depond  
VP Diversity & Inclusion,  
Orange, France



Jean-Claude Le Grand  
HR Director Consumer  
Products/ Corporate  
Diversity Director, L'Oréal,  
France



Mouna Sepehri  
Director of the Alliance  
CEO Office, Renault-  
Nissan Alliance, France



Mouna Sepehri, Laurent Depond

She gave examples where this applies:

- Business is based on technology, innovation and creativity which come from diversity
- Clients are diverse
- Employees' pride and motivation depend on their perception that they have a role too in their company, whatever their gender or background

Talking about targets on diversity, Mouna Sepehri explained that a few may be required depending on the level of awareness in a country. However, according to her, the most important in regard to women's promotion is to have "role models" and to avoid self-imposed limitations.

#### L'ESSENTIEL

EN INTRODUCTION DE LA SESSION, UNE PRÉSENTATION DES TRAVAUX RÉALISÉS PAR LE BOSTON CONSULTING GROUP A PERMIS DE DONNER UNE DÉFINITION DE LA DIVERSITÉ ET DES QUATRE ÉTAPES DE LA DIVERSITÉ QU'ILS ONT PU IDENTIFIER. TROIS ENTREPRISES ENGAGÉES DANS LA PROMOTION DE LA DIVERSITÉ L'ORÉAL, ORANGE ET RENAULT-NISSAN, ONT ENSUITE PARTAGÉ LEURS POINTS DE VUE SUR CE THÈME, LES RAISONS POUR LESQUELLES LA DIVERSITÉ EST IMPORTANTE POUR EUX, LES ACTIONS CONCRÈTES QU'ILS ONT MISES EN ŒUVRE POUR PROMOUVOIR LA DIVERSITÉ ET LES RÉSULTATS CONCRETS QU'ILS ONT OBTENUS JUSQU'À MAINTENANT. PROMOUVOIR DES MODÈLES, ADAPTER LES DÉFINITIONS DE POSTE OU ENCORE FACILITER LA MOBILITÉ DES COUPLES SONT CERTAINES DES ACTIONS EFFICACES AUXQUELLES ILS ONT FAIT RÉFÉRENCE.

# DIVERSITY CLUB DIVERSITY IN ACTION

Friday 16 October 2009

MANAGING DIVERSITY CAN BE ADDRESSED THROUGH FOUR SUBSEQUENT APPROACHES: THE FUNDAMENTAL APPROACH TO RESPOND TO LEGAL CONSTRAINTS; THE INTUITIVE APPROACH TO INCREASE DIVERSITY; THE INCLUSIVE APPROACH WHICH ADAPTS THE ORGANISATION'S ECO-SYSTEM AND THE STRATEGIC APPROACH WHICH USES DIVERSITY AT A STRATEGIC LEVEL.

LENOVO AND FEDEX ARE TWO EXAMPLES OF BEST-PRACTICE. LENOVO INTRINSICALLY INTEGRATES MUCH DIVERSITY WITH ITS CHINESE AND INTERNATIONAL HERITAGE. THE COMPANY IS FLEXIBLE BORDERLESS. FEDEX HAS AN ADMIRABLE PHILOSOPHY FOCUSED ON PEOPLE AS WELL AS MOTIVATED, STABLE AND WELL-PERFORMING WORKING TEAMS.

TO PREPARE FOR THE LONG-TERM CULTURAL CHANGE AHEAD, EACH COMPANY, WITH ITS OWN MODEL OF DIVERSITY, NEEDS TO CLARIFY THE ISSUES THEY FACE, BUILD A BUSINESS CASE, AND IDENTIFY PERFORMANCE INDICATORS TO BE TRACKED.

Aude Zieseniss de Thuin presented the Diversity Club. Founding members are August & Debouzy, BCG, FedEx Express, GDF SUEZ, Lenovo, L'Oréal, Orange and Renault-Nissan Alliance. The Diversity Club also has a partnership with Les Echos.

## DIVERSITY FOR BUSINESS

Jean-Michel Caye spoke about The Boston Consulting Group report "Diversity for Business", which includes nine case studies from everywhere in Europe.

He presented the four approaches to diversity management.

110\_WOMEN'S FORUM\_2009 WHITEBOOK

**"THE GOAL IS TO CONTINUE INCREASING THE PRESENCE OF WOMEN AND ETHNIC MINORITIES IN MANAGEMENT"**

Nathalie Amiel-Ferrault

**"EACH COMPANY HAS ITS OWN DIVERSITY"**

Jean-Michel Caye

- The fundamental approach, a response to legal expectations, aims to address historical discrimination.
- The intuitive approach, based on the intuition that diversity is the right thing to do, aims to increase diversity through adapted HR processes.
- The inclusive approach goes as far as adapting ecosystem to integrate diversity. And,
- The strategic approach uses diversity at a strategic level, i.e. as a source of competitive advantage

## LEGAL ISSUES

Marie-Hélène Bensadoun outlined the legal perspective. Lawyers speak about non-discrimination, not about diversity. Anti-discrimination rules are different from country to country, so multinational companies have to adapt global rules according to local needs. Managers are trained to understand and identify discrimination. Also, discrimination is sanctioned. However, companies tend to postpone their anti-discrimination plans.



From left to right : A.Zieseniss de Thuin, M-H.Bensadoun, J-M.Caye, A.Bauer, I.Ramos-Chaves, N.Amiel-Ferrault

### LENOVO, CREATED AS A DIVERSE COMPANY

Isla Ramos-Chaves positioned the debate around the stakes for diversity. For employees, it is about having a better career path, a more fun environment working with diverse people and personal enrichment. For the company, it is getting more value.

Lenovo has a constitutive advantage: it was created as a diverse company, with the legacy of both a Chinese organisation and an international one. It operates in more than 160 countries. Policies and approaches will help strengthen cultural integration and ingrain it into the company's DNA. Lenovo created hubs everywhere that deliver value with nomadic management sitting close to the market contributing to the 'borderless concept'. The buying patterns of customers are indeed different in developing from developed countries.

Flexibility is also a key element: products within Lenovo rotate weekly. If flexibility is not exercised, diversity is difficult. Furthermore, diversity fosters flexibility. The resilience of an organisation is central for its survival. Interestingly, women happen to be more resilient: they are often found to be part of the transformation.



Anne Bauer



Isla Ramos-Chaves

### FEDEX, AN OUTSTANDING PEOPLE PHILOSOPHY

Nathalie Amiel-Ferrault illustrated how much the strategy within FedEx focuses on people. Recruitment is first carried out within the organisation, encouraging personal development. Of the managers, 83% were recruited from within the organisation. In addition, each employee is allocated €2,500 per year to go towards external education.

As a result, talents can be brought in at a cheaper cost and the workforce is very stable. For instance, the turnover in the Roissy (Paris Charles de Gaulle airport) logistics platform is only 6%. Employees feel engaged and motivated; their performance is outstanding.

The goal is to continue increasing the presence of women and ethnic minorities in management.

#### MODERATOR:



Anne Bauer  
Les Echos, France

#### INTRODUCTION:



Agnès Audier  
Partner & Managing  
Director, The Boston  
Consulting Group, France



Marie-Hélène Bensadoun  
Partner, August & Debouzy,  
France



Jean-Michel Caye  
Partner & Managing  
Director, The Boston  
Consulting Group, France



Aude Zieseniss de Thuin  
President and Founder,  
The Women's Forum for  
the Economy and Society,  
France

#### SPEAKERS:



Nathalie Amiel-Ferrault  
Managing Director  
Communications and  
Brand, FedEx, Europe,  
Middle East & Africa



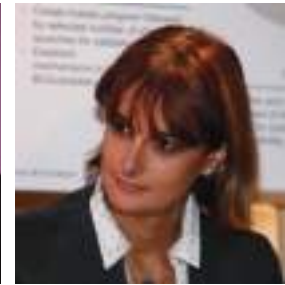
Isla Ramos-Chaves  
Director of strategy & business optimization, Lenovo,  
France

**“WOMEN HAPPEN TO BE MORE RESILIENT: THEY ARE MORE OFTEN PART OF A TRANSFORMATION”**

Isla Ramos-Chaves



Jean-Michel Caye



Nathalie Amiel-Ferrault

### HOW TO MAKE DIVERSITY HAPPEN?

For Jean-Michel Caye, each company has its own diversity. Therefore, performance indicators must be chosen carefully. The most frequent indicator is the number of women, because female workers are the future of the working population; followed by the number of nationalities in the organisation, nationalities of the top management or of identified talent. A Business Case is also needed, otherwise, the change would not last. These elements are important to prepare for the long-term cultural change ahead.

### L'ESSENTIEL

LE MANAGEMENT DE LA DIVERSITÉ PEUT ÊTRE TRAITÉ PAR QUATRE APPROCHES SUCCESSIVES : L'APPROCHE FONDAMENTALE POUR RÉPONDRE AUX CONTRAINTES LÉGALES; L'APPROCHE INTUITIVE POUR ACCROÎTRE LA DIVERSITÉ; L'APPROCHE INCLUSIVE QUI ADAPTE L'ÉCOSYSTÈME DE L'ORGANISATION ET L'APPROCHE STRATÉGIQUE QUI UTILISE LA DIVERSITÉ À UN NIVEAU STRATÉGIQUE.

LENOVO ET FEDEX SONT DEUX RÉFÉRENCES. LENOVO INTÈGRE INTRINSÈQUEMENT BEAUCOUP DE DIVERSITÉ, AVEC SON DOUBLE HÉRITAGE CHINOIS ET INTERNATIONAL : LA COMPAGNIE EST FLEXIBLE, SANS FRONTIÈRES. FEDEX A UNE ADMIRABLE PHILOSOPHIE CENTRÉE SUR L'HUMAIN ET DES ÉQUIPES MOTIVÉES, STABLES ET PERFORMANTES. CHAQUE ENTREPRISE, AVEC SON PROPRE MODÈLE DIVERSITÉ, A BESOIN DE CLARIFIER SES PROPRES ENJEUX, DE CONSTRUIRE UN BUSINESS CASE, D'IDENTIFIER LES INDICATEURS À SUIVRE AFIN D'ÊTRE PRÊT POUR UN TEL CHANGEMENT CULTUREL DURABLE.

# FROM AID TO EMPOWERMENT

## WILL THE NEW FOCUS ON EMPOWERING COMMUNITIES REPLACE TRADITIONAL AID?

Hosted by The Coca-Cola Company

Thursday 15 October 2009

BOB GELDOF ONCE SAID "IT IS TRADE NOT AID THAT WILL FOSTER DEVELOPMENT IN THE DEVELOPING COUNTRIES". BUILDING ON THIS STATEMENT, THE PANEL MEMBERS DISCUSSED HOW THEIR WORK FOCUSES ON EMPOWERING PEOPLE. DOMINIQUE REINICHE AND NORAH ODWESSO EMPHASISED THE MICRO DISTRIBUTION CENTRES THAT WERE PIVOTAL IN ENABLING INDIVIDUALS TO BECOME SELF-SUSTAINING... FOR CHARLYN BELLUZZO, WOMEN ARE CAPABLE OF CHANGING THEIR LIVES AND COMMUNITIES WHEN PROVIDED WITH ACCESS TO THE RIGHT RESOURCES. MOLLY MELCHING STRESSED THE NEED TO EMPOWER AFRICAN COMMUNITIES TO BRING ABOUT SUSTAINABLE DEVELOPMENT. ALYSE NELSON IDENTIFIES WOMEN WHO WITH TRAINING AND MENTORING WILL BECOME THE WOMEN LEADERS OF TOMORROW. FINALLY ADRIAN HODGES HIGHLIGHTED THE CHALLENGES AND DIFFICULTIES INVOLVED IN MAKING PARTNERSHIPS WORK.

Dominique Reiniche, President of The Coca-Cola Europe Group, introduced the session "From aid to empowerment" by telling the audience how close this topic was to her heart and how seriously Coca-Cola takes its responsibility towards communities, consumers, and the planet. "Being a responsible business means that we are seeking to empower people to help themselves," she stressed. "Increasingly, human aid is critical for the short-term but does

**"INCREASINGLY, HUMAN AID IS CRITICAL FOR THE SHORT-TERM BUT DOES NOT PROVIDE US WITH LONG-TERM SOLUTIONS. WE NEED TO BUILD FOUNDATIONS FOR LONG LASTING SELF-SUSTAINABLE COMMUNITIES"**

Dominique Reiniche

### L'ESSENTIEL

*BOB GELDOF A DIT UN JOUR : « LE DÉVELOPPEMENT DANS LES PAYS ÉMERGENTS SE FERA À TRAVERS LE COMMERCE ET NON GRÂCE AUX AIDES REÇUES ». S'APPUYANT SUR CETTE DÉCLARATION, LES PARTICIPANTS DE LA SESSION ONT EXPLIQUÉ LES ACTIONS QU'ILS ONT DÉVELOPPÉES, TOUTES AYANT UN OBJECTIF DE RESPONSABILISATION. DOMINIQUE REINICHE ET NORAH ODWESSO ONT SOULIGNÉ L'IMPORTANCE DES MICRO CENTRES DE DISTRIBUTION ET LEUR RÔLE PIVOT DANS LA RESPONSABILISATION DES INDIVIDUS. POUR CHARLYN BELLUZZO, LES FEMMES SONT CAPABLES DE CHANGER LEUR VIE ET CELLE DE LEUR COMMUNAUTÉ SI ON LEUR EN DONNE LES MOYENS. MOLLY MELCHING A INSISTÉ SUR LA NÉCESSITÉ DE RESPONSABILISER LES COMMUNAUTÉS AFRICAINES SI L'ON VOULAIT UN DÉVELOPPEMENT DURABLE. DE SON CÔTÉ, ALYSE NELSON A ENTAMÉ UNE DÉMARCHE VISANT À IDENTIFIER DES FEMMES QUI, UNE FOIS FORMÉES ET SUIVIES, POURRONT DEVENIR LES DIRIGEANTS "FÉMININS" DE DEMAIN. POUR CONCLURE, ADRIAN HODGES A MIS EN AVANT LES DIFFICULTÉS ET OBSTACLES À RELEVER POUR UN BON FONCTIONNEMENT DES PARTENARIATS.*



not provide us with long-term solutions. We need to build foundations for long lasting self-sustainable communities”.

#### MICRO DISTRIBUTION CENTRES AS A MEANS TO PROVIDING SUPPORT

Micro Distribution Centres are a core part of corporate social responsibility projects, providing not only training but also important support to entrepreneurs. Many people need help and do not want pity, but opportunity. In Africa 2,600 Micro Distribution Centres provide 12,000 people with direct or indirect employment; and one third of the centres are run by women!

Dominique Reiniche concluded by stating that two core beliefs prevail today: no business can be sustained without sustainable communities, and leadership by women is a critical element of the sustainability agenda.

#### EMPOWERMENT OF COMMUNITIES

Asked if she could provide the audience with examples of empowerment of communities, Charlyn Belluzzo, Doctor of Public Health and advisor of the UNHCR programme Women Leading for Livelihoods, said that not only aid is essential and necessary to save lives, but those coming out of extreme poverty suffer from an inferiority complex. Taking the example of Rwanda, Charlyn Belluzzo explained that the venture capital model that made sense was Investment in Trade Models – namely the supply chain model. With the creation of jobs, the approach consisted in “doing our job so effectively that we put ourselves out of business.”

#### REACHING OUT TO THE WHOLE SOCIAL NETWORK

Having spent the last 35 years in Senegal, Molly Melching, Founder and Executive Director, Tostan highlighted that developing a programme that responded to the population’s needs was key to its success; for this, thorough preparation by those involved was required: knowing how to read and write, managing projects, or looking at human rights and responsibilities. Sustainable development must come from within and must not be imposed from outside. Molly Melching concluded by stating that the home-grown aspect of the business has to be maintained.

#### INTRODUCTION:



**Dominique Reiniche**  
President, Coca-Cola  
Europe Group, France

#### SPEAKERS:



**Charlyn Belluzzo**  
Doctor of Public Health  
and advisor, the UNHCR  
programme, Women  
Leading for Livelihoods,  
USA



**Adrian Hodges**  
Author and former  
Managing Director,  
the Prince of Wales  
International Business  
Leaders Forum, UK



**Molly Melching**  
Founder and Executive  
Director, Tostan, Senegal



**Alyse Nelson**  
President and CEO, Vital  
Voices Global Partnership,  
USA (2009 Women’s  
Forum Rising Talent)



**Norah Odwesso**  
Public Affairs and  
Communications Director,  
Coca-Cola East and  
Central Africa, Kenya

#### MODERATOR:



**Philippe Le Corre**  
Partner, Publicis  
Consultants, France



*Dominique Reiniche*



*Alyse Nelson*



From left to right : C.Belluzzo, A.Hodges, A.Nelson, P. Le Corre, M.Melching, N.Odwesso

**INVESTING IN WOMEN TO CREATE A BETTER WORLD FOR ALL**

Alyse Nelson, President and CEO of Vital Voices Global Partnership in the US, believes in local solutions and stresses the need for partnerships with businesses, governments, and non-profit organisations. Her organisation invests in the social human capital, in particular identifying women around the globe who – with training and mentoring – will become the women leaders of tomorrow. Over the last decade, over 7,000 emerging women leaders from 127 countries have been trained and mentored, then they returned home to mentor more than 200,000 women and girls in their communities.

**EMPOWER A WOMAN, EMPOWER A COMMUNITY**

Norah Odwesso, Public Affairs and Communications Director at Coca-Cola East and Central Africa in Kenya, explained how one could use Micro Distribution Centres to empower women and create independence for African women. The objective is to eliminate poverty from communities that live on less than USD 1 / day. A woman's

“WHEN YOU CHANGE OR EMPOWER A WOMAN, YOU EMPOWER A COMMUNITY”

Norah Odwesso



Norah Odwesso

contribution is not formally recognised, however “when you change or empower a woman, you empower a community.” Norah Odwesso concluded that businesses should be run in a profitable way but also in a responsible manner.

#### MAKING PARTNERSHIPS WORK

Adrian Hodges, Author and former Managing Director of the Prince of Wales’ International Business Leaders Forum in the UK, drew attention to the limited forecasted growth of GDP in developed countries for the next 20 years. This brought to light the imperative need to look for new markets. That being said, one should think again and think differently as existing products are not necessarily appropriate for these markets. In this situation, women can be seen as co-creators in product design and considered as part of the supply chain. One of the biggest challenges appears to be the difficulties one faces when attempting to make partnerships work. It appeared that shared equity should rule if one was to achieve equality in the relationship. Today, unfortunately, the number of businesses that embrace this policy is far too small.



Molly Melching

“WE DID  
OUR JOB SO  
EFFECTIVELY  
THAT WE PUT  
OURSELVES  
OUT OF  
BUSINESS”

Charlyn Belluzzo



Charlyn Belluzzo

“SUSTAINABLE  
DEVELOPMENT  
MUST COME  
FROM WITHIN  
AND NOT  
IMPOSED FROM  
OUTSIDE”

Molly Melching

“THERE IS AN  
INCREASED  
AWARENESS  
OF THE IMPOR-  
TANCE OF FAIR-  
NESS AND SUS-  
TAINABILITY”

Adrian Hodges



Adrian Hodges



*Carlos Ghosn,  
Chairman & Chief  
Executive Officer,  
Renault-Nissan Alliance*

116\_WOMEN'S FORUM\_2009 WHITEBOOK

# CEO INTERVIEW RENAULT-NISSAN

Carlos Ghosn, Chairman & Chief Executive Officer, Renault-Nissan Alliance



**For which principal reasons does your company partner the Women's Forum for the Economy and Society?**

The Renault Nissan Alliance is founded on trust, transparency and mutual respect for identity. Although we apply these values to business, they are also very human values and grounded in a basic respect for diversity. The Women's Forum brings together business leaders, academics and thought-leaders for the same common goal – to celebrate and further the promotion of diversity. We take part in the Forum to share our experiences and learn from others.

**If you had to choose one initiative, one decisive change to encourage the advancement of women in the corporate field, what would it be?**

I am a passionate advocate for increased educational access for all people. Young women are frequently denied the kind of access to education vital for the development of a balanced society. This is not only purely academic studies at a primary or secondary level but also in the area of vocation skills training. I would love to see programs that enable young women to break the very first glass ceiling in life.

**In your opinion, who is the most remarkable woman on the world stage in the past decade and why?**

There are so many remarkable women in the world that to single one is impossible. I celebrate the achievements of any women that have the courage and conviction to change their own life or the lives of others for the better. The advancement of society starts with individuals driving change – men or women that take that first step are remarkable to me.

**The 2009 programme – with the theme “Think again, think ahead” – invites us to propose and implement new ideas and business models. What is your vision? of tomorrow's world?**

For the auto industry, our biggest single challenge is finding affordable and accessible solutions to clean mobility. This requires a unique collaborative approach that has never been seen in our industry. At Renault and Nissan, we see a future world where consumers can drive and work with zero-emission vehicles. But this can not only be the dream of the auto companies. We need governments, energy companies and service providers to work together to create a network that will support vehicles that require electricity and not gasoline. I can think of no bigger challenge that will tap the intellect and creativity of so many diverse partners.



# WOMEN FOR EDUCATION AWARD, ELLE-WOMEN'S FORUM

with the support of the Renault-Nissan Alliance

Thursday 15 October 2009

IN MANY PARTS OF THE WORLD, LITTLE GIRLS ARE DENIED AN EDUCATION DESPITE THIS BEING CRUCIAL FOR THE DEVELOPMENT OF THE COUNTRIES THEY LIVE IN. FOR THREE YEARS, THE WOMEN FOR EDUCATION AWARD HAS BEEN HELPING TO PROMOTE WOMEN'S EDUCATION AND DEVELOPMENT AROUND THE WORLD. SUPPORTED BY ELLE MAGAZINE, THE RENAULT-NISSAN ALLIANCE AND THE WOMEN'S FORUM, THE 2009 AWARD WAS PRESENTED TO TWO PROJECTS: EL CAMINO, MEXICO, WHICH CREATED A TRAINING CENTRE FOR WEAVERS IN CHIAPAS, AND ACCUEIL ENFANTS D'ETHIOPIE WHOSE GOAL IS TO PROVIDE A SHELTER FOR YOUNG WOMEN.

## EVERY CHILD DESERVES AN EDUCATION

In many parts of the world, little girls are denied an education, still being considered more useful at home than at school. The Women for Education Award originated from the idea that little girls' education is crucial for the development of the countries in which they live.

The purpose of the award is to reward an exemplary personality who supports girls' emancipation and development through education.

Aude Zieseniss de Thuin underlined the demanding and committed work of the ELLE Foundation and the great support of the Renault-Nissan Alliance.

This year's projects show that education accelerates development everywhere in the world.

“GIRLS’  
EDUCATION IS  
THE FUTURE OF  
WOMEN; IT IS  
THE FUTURE OF  
THE WORLD”

Aude Zieseniss de  
Thuin



Karine Guldeman, Valérie Toranian, Aude Zieseniss de Thuin



Carlos Ghosn, Véronique Chomel

## L'ESSENTIEL

DANS LE MONDE ENTIER, DES JEUNES FILLES SONT PRIVÉES D'ÉDUCATION ALORS QUE LEUR FORMATION EST EN RÉALITÉ CRUCIALE POUR LE DÉVELOPPEMENT DE LEUR PAYS.

DEPUIS TROIS ANS, LE WOMEN FOR EDUCATION AWARD AIDE À DÉVELOPPER LA FORMATION DES FEMMES PARTOUT DANS LE MONDE AVEC LE SOUTIEN DU MAGAZINE ELLE, DE L'ALLIANCE RENAULT NISSAN ET DU WOMEN'S FORUM. CETTE ANNÉE, DEUX PROJETS SONT PRIMÉS : EL CAMINO, MEXICO, QUI A CRÉÉ UN CENTRE DE FORMATION POUR LES TISSERANDES DANS LA RÉGION DU CHIAPAS, ET ACCUEIL ENFANTS D'ETHIOPIE, DONT LE BUT EST DE FOURNIR UN ABRI POUR LES JEUNES FEMMES.



Valérie Toranian

### CHANGING THE LIVES OF HUNDREDS OF WOMEN EVERYWHERE

For Valérie Toranian, the award aims at putting the emphasis on young girls' and women's education, at promoting women's place in society. Around the world today, there are about twenty projects taking place in partnership with the private sector. Projects range from ones providing education and training for girls and women, to scholarships. Hundreds of girls across the globe have already had their lives changed thanks to these initiatives, and many more will benefit in the future.

In 2007, the award was granted to Afghanistan Libre, an association promoting women's education in Afghanistan, where schooling is becoming increasingly difficult. This project helped build classrooms, a library, health centres in schools, and provided transport for students and teachers.

## SPEAKERS:



**Carlos Ghosn**  
Chairman and CEO,  
Renault Nissan Alliance,  
France



**Karine Guldemann**  
General Manager, ELLE  
Foundation, France



**Valérie Toranian**  
Editor in Chief, ELLE  
Magazine, France



**Aude Zieseniss de Thuin**  
Founder and CEO, The  
Women's Forum for the  
Economy & Society,  
France

## LAUREATES:



**Véronique Chomel**  
El Camino, Mexico



**Bernadette Hailé-Fida**  
Accueil Enfants d'Ethiopie,  
Ethiopia



Carlos Ghosn, Bernadette Hailé-Fida

The 2008 award was given to an Indian NGO, Bhasha Trust, aiming at training young women in new technologies and increasing their awareness of hygiene and health issues.

Karine Guldemann presented the 2009 selected projects:

- Girl Soccer Academy in the slum of Kibera, Kenya, the largest slum in Africa
- Professional training for young mothers in Addis-Ababa, Ethiopia
- Professional training centre in Grozny, Chechnya
- Sponsorship of young women's hotel management training in Cambodia
- Training centre for traditional weavers in Chiapas, Mexico
- Schooling and professional training of girls in Morocco
- Women's shelter in India
- Women's shelter in Guatemala.

Although the choice was extremely difficult, the jury decided on two great projects to reward.

Carlos Ghosn handed the award to El Camino, Mexico, and Accueil Enfants d'Ethiopie.

Véronique Chomel, El Camino, thanked everyone in the name of the beneficiaries of the association, 250 women from the Chiapas region, who are living under terrible conditions.

Bernadette Hailé-Fida, Accueil Enfants d'Ethiopie, highlighted how this reward was a strong recognition. She expressed how wonderful it is to see how these women recover their love for life, their dignity and to witness their children regain the right to play, and go to school.

The reward was for these two projects a definitely key additional founding that would help them to ensure a steady development.

# THE NEXT MOVEMENT: WOMEN ENTREPRENEURS DRIVING GLOBAL ECONOMIC GROWTH

Hosted by Goldman Sachs

Friday 16 October 2009

HOW CAN WOMEN PLAY A MORE IMPORTANT ROLE IN THE BUSINESS WORLD TODAY? HOW IS A WOMAN ENTREPRENEUR DIFFERENT FROM A MAN? WHAT IMPACT CAN WOMEN HAVE ON THEIR ENVIRONMENT? TO THESE QUESTIONS, GOLDMAN SACHS REPLIED WITH THE LARGEST PHILANTHROPIC INVESTMENT TO DATE FROM A PRIVATE COMPANY FOR A WOMEN PROGRAMME. THE INVESTMENT BANK HAS INVESTED US\$100 MILLION OVER FIVE YEARS TO GIVE 10,000 WOMEN ACCESS TO A BUSINESS EDUCATION. ULTIMATELY, THE 10,000 WOMEN INITIATIVE AIMS TO ENCOURAGE WOMEN AROUND THE WORLD TO CREATE AND DEVELOP THEIR OWN BUSINESS. INDEED, GOLDMAN SACHS DID THE MATHEMATICS: SUCH AN INITIATIVE WILL HAVE AN EXPONENTIAL

**“WOMEN IN EGYPT HAVE BEEN QUEENS BUT THEY HAVE NEVER BEEN BUSINESS-WOMEN”**

One of the 10,000 Women scholars

**“WOMEN INVEST BEYOND THEMSELVES”**

Melanne Verveer

GROWTH, SINCE WOMEN INVEST BEYOND THEMSELVES BY TAKING WHAT THEY HAVE RECEIVED AND LEARNED TO HELP OTHERS AROUND THEM.

Introducing the session, Dina Habib Powell, who has led the 10,000 Women initiative for 2 years since its launch, said that she had found it empowering to see how many women around the world were reaching out for the tools they need to support their development.

## **A PROGRAMME TO EMPOWER WOMEN EVERYWHERE**

The 10,000 Women initiative is a five-year, US\$100 million programme to give women the skills needed to fulfil their economic potential. It offers women a business and management education, because no nation can reach its full potential if half of its citizens are excluded from economic life. Henrietta Nyirantwali from Rwanda was one of the 10,000 women scholars. The programme enabled her to grow her business from five to 13 employees. Not only has it helped her improve her management skills, but it has also led her to better market her products and increase her sales. As a result, Henrietta Nyirantwali has grown her own business and created an association to mentor other women in Rwanda. Henrietta encourages and teaches women to launch their own businesses. In addition, she supports women to raise funds in order to achieve this. When asked how men around her reacted to the programme, she



From left to right : D.Habib Powell, H.Nyirantwali, M.Verveer, V.Gauthier, N.Valla



explained that the men in Rwanda were very proud that their wives were conducting a business. "They are happy to work for women because they trust women more than men!" Nyirantwali said.

33 universities and business schools have partnered with Goldman Sachs to welcome the 10,000 students. Valérie Gauthier, Associate Dean of the HEC MBA Programme, emphasized the importance of academic-corporate partnerships within these initiatives. She considers it a duty for a business school like HEC to participate in similar programmes giving women the skills and tools to achieve their goals, and giving students the possibility to share experiences and mentor women around the world.

#### AN OVERWHELMING INTEREST FROM GOLDMAN SACHS EMPLOYEES

Part of the programme is mentoring the 10,000 Women beyond the business education. But Dina Habib Powell, the head of Corporate Engagement at Goldman Sachs and in charge of 10,000 Women, had underestimated the number of Goldman Sachs employees who would be willing to mentor. There were women managing directors, but men also became very involved.

#### ON THE IMPORTANCE OF WOMEN ENTREPRENEURS

A major difference between men and women is that when women are trained they then train others explained Patricia Mitchell. They want to share their knowledge and their skills. Natacha Valla, a Managing Director at Goldman Sachs, added that having women entrepreneurs is an economic issue. She explained that Goldman Sachs has calculated the gains in terms of growth, productivity and return on investment that women could bring by being more active in the labour force. The numbers speak for themselves: global growth could be lifted by 0.2% per year and the revenue per person could increase by 14 to 20% per year. In addition, the programme currently measures outcome via ongoing data collection and research.

US Ambassador Melanne Vermeer gave an explanation for these figures. Women invest beyond themselves by creating opportunities for others and imparting knowledge by sharing their training. As a result, the 10,000 Women initiative has an impact across the world by combining

#### INTRODUCTION:



**Dina Habib Powell**  
Global Head of Corporate Engagement, Goldman Sachs Group, Inc. USA

#### SPEAKERS:



**Valérie Gauthier**  
Associate Professor and Associate Dean, HEC, MBA Programme, France



**Henrietta Nyirantwali**  
Goldman Sachs 10,000 Women Scholar, Rwanda



**Natacha Valla**  
Vice-President, Global Investment Research, Goldman Sachs Group, USA



**Melanne Vermeer**  
US Ambassador-at-Large for Global Women's Issues, USA

#### MODERATOR:



**Patricia Mitchell**  
President, Paley Center for the Media, USA

**"WHEN WOMEN MAKE MONEY THEY CHANGE THEIR LIFE, THEIR COMMUNITY, THEIR COUNTRY"**

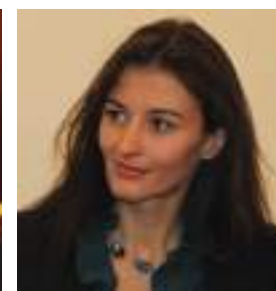
Patricia Mitchell

education, mentoring and access to a network. These women are empowered with a network of support that will have a tremendous impact.

As the issue we are facing is too large for any single government, Melanne Vermeer insisted that it is critical for companies, academic institutions, NGOs etc... to come together in order to unleash a potential of talent that can then grow exponentially.



Dina Habib Powell



Natacha Valla

#### L'ESSENTIEL

*COMMENT LES FEMMES PEUVENT-ELLES PRENDRE UNE PLACE PLUS IMPORTANTE DANS LE MONDE DES AFFAIRES AUJOURD'HUI ? QU'EST-CE QUI CONSTITUE LA DIFFÉRENCE ENTRE UNE FEMME ENTREPRENEUR ET UN HOMME ? QUEL PEUT ÊTRE L'IMPACT DES FEMMES SUR LEUR ENVIRONNEMENT ?*

*POUR RÉPONDRE À CES QUESTIONS, GOLDMAN SACHS A LANCÉ LE PLUS GROS INVESTISSEMENT D'UNE ENTREPRISE PRIVÉE POUR UN PROGRAMME PHILANTHROPIQUE DÉDIÉ AUX FEMMES. LA SOCIÉTÉ AMÉRICAINE A INVESTI 100 MILLIONS DE DOLLARS SUR CINQ ANS POUR OFFRIR UNE ÉDUCATION AUX AFFAIRES À 10000 FEMMES. AU-DELÀ, LE PROGRAMME 10 000 WOMEN A POUR BUT D'ENCOURAGER LES FEMMES DANS LE MONDE ENTIER À CRÉER LEUR ENTREPRISE. LES CALCULS ONT ÉTÉ FAITS : UNE TELLE INITIATIVE AURA UNE CROISSANCE EXPONENTIELLE, CAR LES FEMMES RÉINVESTISSENT CE QU'ELLES ONT REÇU POUR AIDER LEUR ENTOURAGE.*

# GOLDMAN SACHS 10,000 WOMEN





*Aude Zieseniss de Thuin with the South African delegation in the Goldman Sachs 10,000 Women corner*

#### **10,000 WOMEN: MATCHING POTENTIAL WITH OPPORTUNITY 10,000 TIMES OVER**

Launched in March 2008, the Goldman Sachs 10,000 Women initiative is a global philanthropic programme to provide 10,000 underserved women throughout the world with a business and management education.

The firm is investing \$100 million over five years toward this end, guided by the knowledge that extending more opportunity to women - particularly in emerging and developing countries - is one of the most powerful means to greater, shared economic growth.

The 10,000 Women Discovery Corner was the occasion to introduce the Women's Forum attendees to both the global scale of the initiative, as well as a few of the 10,000 women who personify the need for, and the ultimate success of the programme.

The story of women like Ayo Megbope, a caterer from Lagos, Nigeria, showed how exposure to basic business skills could have an almost immediate and exponential impact on a small business. Her revenues have increased five-fold since graduating from the 10,000 Women programme, she has hired five additional full time workers, and says she is working to build a legacy for her children.

And the story of women like Maha Mahgoub, who - in addition to expanding her human resources consulting business in Egypt - is also establishing a nonprofit career development foundation dedicated to overcoming unemployment by providing those in need with the necessary skills to compete in the labour market.

When Goldman Sachs first began evaluating ways to employ its people, capital and ideas toward an effort that would have a real social and economic impact, they quickly recognized small and medium enterprises as critical engines of growth throughout the world, and they quickly came to

realize that the connection between women and economic growth was especially powerful.

10,000 Women is currently operating in 18 countries throughout the world - including China, Brazil, Nigeria, the Philippines, Egypt, Kenya, and Afghanistan - and is coordinated in local markets by a network of more than 60 academic and nonprofit partners.

As the programme has grown, graduates have enhanced profitability, hired more employees, and increased revenues, but beyond those numbers, programme graduates have shown that an investment in women can have a significant impact in very real, very human terms.

With remarkable consistency, 10,000 Women graduates are not just driven to build a business that will make more money - they are driven to build a business that will create more opportunity for the people of their villages, their cities and their countries.



*Dina Habib Powell*

# VALUES, TOOLS AND SKILLS FOR LEADERS: ARE WE LEARNING TO LEAD DIFFERENTLY?

Friday 16 October 2009

THERE ARE MORE FEMALE LEADERS THAN EVER BEFORE, YET THERE IS STILL PROGRESS TO BE MADE. WHAT MAKES A DIFFERENCE? HOW CAN WOMEN REACH LEADING POSITIONS? THE DIFFICULTY MAY LIE IN THE WAY WOMEN ARE JUDGED (EG, TOO ARROGANT WHEN AMBITIOUS, AND INCOMPETENT WHEN SHOWING EMPATHY). MOREOVER, SOLIDARITY AMONG WOMEN IS NOT SO OBVIOUS. ARE QUOTAS THE SOLUTION? IT DEPENDS ON RAISING AWARENESS ON THE VALUE WOMEN CAN BRING TO EXECUTIVE BOARDS. HOW CAN THIS CHANGE TAKE PLACE?

#### WHAT IS YOUR EXPERIENCE OF BEING A LEADER?

Melanne Vermeer says that what matters is to not take oneself too seriously. There is a collective responsibility to challenge the status quo and make life better for others. Some people dream of what could be and try. She tried to turn this into a pragmatic approach to make things happen. She watched women working all over the world and saw how they could make a difference. Whatever was given to them, they invested in others and increased their sense of responsibilities.

For Ndidi Nwuneli, being a leader is not simply a position, it is an act. She refers to a traditional saying “do not follow a path, go where there is no path, be the trail”. She feels that a leader also has to prepare his or her succession. As for Ndidi Nwuneli, she always hands over her organisations to other female leaders. She believes women step up and

#### SPEAKERS:



**Beth Brooke**  
Global Vice-Chair, Ernst & Young, USA



**Brigitte Grésy**  
General Inspector of Social Affairs, France



**Ndidi Nwuneli**  
Founder and Director, LEAP Africa, Nigeria



**Melanne Vermeer**  
US Ambassador-at-Large for Global Women's Issues, USA

#### MODERATOR:



**Patricia Mitchell**  
President, Paley Center for the Media, USA



Patricia Mitchell



Melanne Verveer

“SOME PEOPLE  
SEE THINGS  
AS THEY ARE  
AND COMPLAIN,  
SOME OTHERS  
DREAM OF  
WHAT COULD  
BE AND TRY”

Melanne Verveer

embrace the opportunity whatever the pain and the challenges may be.

Beth Brooke is on the board of a male dominated company. Many studies published by her company demonstrate the value of women and the difference they make. They show that at a critical mass women outperform, and that they have a multiplier effect. Yet, she sees that what we take for granted is not known by the others. She recalls how she had to struggle to relate to the business world surrounding her, how she had to act, talk and think to learn how to interact and meet with her male colleagues. Today she strongly believes in the benefits of diversity.

#### HOW CAN WE SUPPORT WOMEN POSITION IN THE BUSINESS WORLD?

Brigitte Grésy, General Inspector of Social Affairs for France, suggested the use of quotas. She explains that a good leader needs vision, commitment, loyalty and charisma. Each of these elements exists within men and women. The crisis deeply downgraded people's trust in male leadership and we see now high expectations on women to take the lead and have their value as leaders recognised. It is time to leave our comfort zone. She believes that women will have more opportunities to do so. True to their



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From left to right: B.Brooke, B.Grésy, N.Nwuneli, M.Verveer



Beth Brooke

**“A WOMAN NEEDS TO BE TOLD TO PRESENT HERSELF FOR ELECTION. IF YOU SEE ONE, TELL HER; IF SHE DOESN’T DO IT, TELL HER AGAIN”**

Beth Brooke

historical position, they are more ready to take risks now. However, Brigitte Grésy warns that we need to deconstruct stereotypes about women and about men. She proposes to regulate women’s representation on boards and raise it from 10% today to 40% within 6 years. Norway already launched such a policy sometime back. It even went further by threatening companies with closure if they did not comply. The results are clear: Women’s representation on boards increased from 7% in 2003 to 43% today. However, a participant tells of the frustration many Americans felt with affirmative action in universities. Another attendee asked about when the quotas would end. Melanne Vermeer says in an extreme situation, the US had to force the change with affirmative action. The state had to create the framework for the society to understand the issue. Quotas should be temporary, and a transition based on clear criteria. Brigitte Grésy also argued that we should not be trapped by the myth of excellence that implies that a “quota woman” is less excellent. For her, the way men promote one another is just another way to apply quotas.

#### WHAT ARE THE NEXT STEPS?

The speakers suggested that each member of the audience should share their take-away message from this year's Women's Forum once they returned home. Each leader should take actions to help promote women and raise awareness with men. The partner companies should invite their male leaders and clients to the next forum. The speakers explained that now that we know, and that we are convinced; it is time to share with those who doubt, those we need to convince.

Mentioning the example of Rwanda with 56% women in parliament, Ndidi Nwuneli specifies also that these women need support to keep going and remain emotionally strong. Melanne Verveer recalled some women criticism against Hillary Clinton when she ran for Senate, and how surprising it was.

Finally, all speakers agreed that each attendee as a mother, a wife, and a leader should act and initiate a proactive education programme.



Brigitte Grésy

**“IF YOU WANT TO GO FAST: GO ALONE. IF YOU WANT TO GO FAR: TAKE OTHERS”**

Ndidi Nwuneli



Ndidi Nwuneli

#### L'ESSENTIEL

*IL N'Y A JAMAIS EU PLUS DE FEMMES DIRIGEANTES QU'AUJOURD'HUI. PLUSIEURS ÉTUDES DÉMONTRENT LA VALEUR AJOUTÉE DE LEUR PRÉSENCE AUX COMITÉS EXÉCUTIFS, POURTANT LEUR NOMBRE RESTE FAIBLE. NOS QUATRE INVITÉES, TOUTES LEADERS ACTIVES DANS LEUR DOMAINE, TÉMOIGNENT DES DIFFICULTÉS RENCONTRÉES POUR ATTEINDRE LEURS POSITIONS. MELANNE VERVEER EXPLIQUE COMMENT LES FEMMES SONT JUGÉES : TROP ARROGANTES SI AMBITIEUSES, INCOMPÉTENTES SI ATTENTIONNÉES ET NOTE AUSSI QUE LA SOLIDARITÉ ENTRE FEMMES N'EST PAS SI FRÉQUENTE. BRIGITTE GRÉSY EXPLIQUE SA PROPOSITION DE QUOTA POUR ATTEINDRE 40% DE FEMMES AUX COMITÉS EXÉCUTIFS EN FRANCE. BETH BROOKE PRÉCISE QUE CETTE INITIATIVE DOIT S'ACCOMPAGNER D'UNE SENSIBILISATION AU RÔLE DE LA FEMME EN ENTREPRISE. NDIDI NWUNELI FAIT APPEL À LA MOBILISATION DE L'AUDIENCE POUR AGIR AU QUOTIDIEN.*

**“THE WAY MEN PROMOTE EACH OTHER IS JUST A QUOTA POLICY WITHOUT A LABEL”**

Brigitte Grésy

# SPEAKING OUT

Saturday 17 October 2009

FOUR WOMEN PRESENTED THEIR EXPERIENCE AND PROJECTS. MARIA CONSTANZA CERUTI TALKED OF HER LIFE AS A HIGH-ALTITUDE ARCHAEOLOGIST AND ANTHROPOLOGIST. AYRANCI KILINÇ ARGUED THAT SCIENCE AND TECHNOLOGY SHOULD TACKLE THE CRITICAL ISSUE OF POVERTY. CHRISTINE NORBERG-FRANCILLE STOOD UP FOR STIMULATING CAREER PATHS FOR WOMEN. CAROLE PODETTI PRESENTED VALUED CITIZENS INITIATIVE IN SOUTH AFRICA.



From left to right: M.C.Ceruti, I.Ayranci Killingç, C.Norberg-Francille, C.Podetti

**Maria Constanza Ceruti** is a high-altitude archaeologist and anthropologist based in Argentina. She has climbed the highest peaks in the Americas, and has co-discovered the

## L'ESSENTIEL

MARIA CONSTANZA CERUTI A RACONTÉ SON EXPÉRIENCE D'ARCHÉOLOGUE ET D'ANTHROPOLOGUE EN TRÈS HAUTE ALTITUDE. POUR LE DR AYRANCI KILINÇ, RECHERCHE, SCIENCE ET TECHNIQUE DOIVENT ÊTRE MISES AU SERVICE D'UNE SEULE CAUSE : RÉDUIRE LA PAUVRETÉ. CHRISTINE NORBERG-FRANCILLE A DÉFENDU LE BESOIN D'ORGANISER DES PARCOURS PROFESSIONNELS STIMULANTS POUR LES FEMMES EN ENTREPRISE. CAROLE PODETTI A PRÉSENTÉ L'INITIATIVE VALUED CITIZENS, DÉVELOPPÉE EN AFRIQUE DU SUD, POUR UNE CITOYENNETÉ RESPONSABLE.

## SPEAKERS:



**Maria Constanza Ceruti**  
Scientific Investigator,  
National Council for  
Scientific Research  
and Professor of Inca  
Archaeology, Catholic  
University of Salta,  
Argentina (2009 Women's  
Forum Rising Talent)



**Isil Ayranci Killingç**  
Schlumberger Foundation  
Faculty for the Future  
Fellow, Turkey



**Christine Norberg-Francille**  
Director of Development  
Studies and Consulting,  
Sodexo Facilities  
Management, Sweden



**Carole Podetti**  
Founder and Managing  
Director for the Valued  
Citizens Initiative, South  
Africa

## MODERATOR:



**Hilary Bowker**  
Bowker Media +  
Communications, UK

**"BE IN ORDER  
TO DO AND DO  
TO FULFIL YOUR  
DREAMS"**

Carole Podetti

best-preserved frozen mummies in the world unaffected by climate change. As an anthropologist, she studies rituals devoted to the mountains. Maria Constanza Ceruti combines archaeology and anthropology to better understand and share her knowledge of culture. She is also the author of a poem to express the importance of becoming rather than obtaining; of being rather than having.

**Dr Isil Ayranci Killingç** comes from Turkey and is now a Research Associate in Cambridge University's Engineering Department. Her research in combustion diagnostics focuses on low-emission fuel injection technologies for next generation aero-engines. She considers that, for science and technology to generate value, they should tackle developing communities' top priority of reducing poverty. This requires interactions between corporate organisations, governments and academies. Her suggestion to academies is to embrace young faculty members and encourage meritocracy.

**Christine Norberg-Francille** is a director of development in the Facilities Services industry. When she returned to work after maternity leave, she found that the most interesting jobs within her company, Sodexo, were already taken. Then the company culture started changing partly due to a reciprocal mentoring programme which allows the passing of unwritten messages. As a result, at Sodexo today, women have more ready access to all positions, including piloting a project at a men's prison! Christine Norberg-Francille is convinced that companies need more women in senior positions, and this requires long-term investment.

**Carole Podetti** is the founder and managing director of the Valued Citizens Initiative (VCI) in South Africa. The VCI aims at developing responsible citizenship through educational institutions such as primary schools and high schools in order to create a culture based on the South African Constitution. For Carole, values and morals, i.e. respect for oneself and others, are the most important elements of any society. As a consequence, she helps citizens explore themselves and engage as a "valued citizen". She believes that becoming an agent of positive change is a journey. Her motto is to be in order to do and do to fulfil dreams.



# KEYNOTE INTERVIEW - IRINA BOKOVA

Saturday 17 October 2009

THE PARTICIPANTS AT THE WOMEN'S FORUM WERE FORTUNATE TO HEAR IRINA BOKOVA, DIRECTOR GENERAL-DESIGNATE OF UNESCO. IRINA BOKOVA IS THE FIRST WOMAN EVER TO BE ELECTED TO THIS POSITION, LESS THAN A MONTH PREVIOUSLY. THIS WAS INDEED AN EXTRAORDINARY SESSION. BOTH MEN AND WOMEN REJOICED AT HER NOMINATION: THIS WAS A CLEAR DEMONSTRATION THAT WOMEN NOW HAVE THE OPPORTUNITY TO CONTRIBUTE TO WORLD POLITICS AT THE HIGHEST LEVEL AND TO FURTHER THE ADVANCEMENT OF EDUCATION, CULTURE AND SCIENCE.

## UNESCO, THE CONSCIENCE OF HUMANITY

During her first public appearance, Irina Bokova stressed the high symbolic value of her election and the message it sent to women all over the world: UNESCO within the United Nations is often referred to as the conscience of humanity and the moral guardian of values. In this respect her election was a signal that women could have access to power not only on a national level, but also internationally. This in itself is an important message to women who have no access either to education or information.

## EDUCATION, EDUCATION, EDUCATION

When questioned by Monique Canto-Sperber regarding the obstacles that still need to be overcome for women to reach top positions, Irina Bokova replied that women need to have more confidence in themselves, that change in the mentalities of our societies is essential, and that women must be given greater access to education. Irina Bokova continued by saying that she believes in the power of ideas to change societies; and that democratic values are strengthened when development in societies is strong, when access to education is widely available, and when people are knowledgeable about their rights. In this respect, UNESCO holds an extremely important responsibility towards the world. With over 75 million children who do not have the opportunity of attending school and more than 800 million illiterate people, the key to changing societies lies in education.

## BECOME A LEADER IN SCIENCE AS IN EDUCATION

Beyond the pure transfer of funds and financing of programmes, democratic countries have a role to play in the sharing of experiences. Talking about the cooperation with L'Oréal which recognises scientists across the world, Irina Bokova proudly told the audience that two winners of last year's L'Oréal prize Women in Science had received the Nobel Prize for medicine and chemistry this year! Irina Bokova firmly believes that in order to further its education initiatives, UNESCO has reached the stage of becoming a leader in science to the same extent that it has become in education.

SPEAKER:



**Irina Bokova**  
Director General-designate, UNESCO,  
Bulgaria

MODERATOR:



**Monique Canto-Sperber**  
Director, ENS (Ecole Normale Supérieure),  
France

“DEMOCRATIC VALUES ARE STRENGTHENED WHEN DEVELOPMENT IN SOCIETIES IS STRONG, WHEN ACCESS TO INFORMATION IS WIDELY AVAILABLE AND WHEN PEOPLE ARE KNOWLEDGEABLE ABOUT THEIR RIGHTS”

Irina Bokova



Irina Bokova

In the 60 countries that Irina Bokova visited during her campaign there is a demand for more science, as a majority of the countries recognise that science and education are powerful tools for combating poverty.

## EXCHANGE BETWEEN CULTURES IS ESSENTIAL TO FURTHER MUTUAL UNDERSTANDING

Irina Bokova revealed that her ambition for UNESCO was to become “the house of academics, of intellectuals, of people interested in cultural exchange; UNESCO is about building bridges, about tolerance, about respect for other cultures.” She believes in constant exchange and in constant enrichment between different cultures and different continents.

## “WE ARE ONE HUMANITY”

Irina Bokova concluded that with the world being so diverse “the message for UNESCO should be about respect for diversity, respect for cultures, more exchanges and more bridges. We have to show more solidarity, more tolerance, more respect towards others and be united around the common values of humanity.”

## L'ESSENTIEL

*C'ÉTAIT UNE GRANDE CHANCE POUR LES PARTICIPANTS AU WOMEN'S FORUM D'AVOIR PU ENTENDRE DE VIVE VOIX LA PREMIÈRE INTERVENTION PUBLIQUE D'IRINA BOKOVA, DIRECTRICE GÉNÉRALE DE L'UNESCO. IL S'AGIT DE LA PREMIÈRE FEMME ÉLUE À CE POSTE, IL Y A DE CELA MOINS DE TROIS MOIS. LES HOMMES COMME LES FEMMES SE SONT RÉJOUIT DE CETTE ÉLECTION, PREUVE CONCRÈTE QUE LES FEMMES ONT DORÉNAVANT LES MOYENS DE CONTRIBUER À LA POLITIQUE MONDIALE AU PLUS HAUT NIVEAU ET DE FAVORISER L'AVANCEMENT DE L'ÉDUCATION, DE LA CULTURE ET DE LA SCIENCE.*

# BUSINESSES, STATES AND PEOPLE: RECOGNISING OUR NEW RESPONSIBILITIES

Hosted by the Mazars Group

Friday 16 October 2009

HOW DO WE RECONCILE PRIVATE INITIATIVE AND PUBLIC GOOD? IN A WORLD TRYING TO BOUNCE BACK FROM A DRAMATIC GLOBAL ECONOMIC CRISIS, WHAT ROLE SHOULD GOVERNMENTS, COMPANIES, NGOS AND INDIVIDUALS PLAY?

GOVERNMENTS HAVE A BROAD RESPONSIBILITY: TO FILL THE GAPS, TO BUILD PUBLIC/PRIVATE PARTNERSHIPS FOR THE GREATER GOOD, TO GIVE GLOBAL ANSWERS AND TO PREVENT US FROM GOING BACKWARDS. COMPANIES NEED PRINCIPLES IN ORDER TO FIND THE RIGHT BALANCE BETWEEN THE COMMON GOOD AND THE ECONOMICS. LAST BUT NOT LEAST, GOVERNMENTS, INDIVIDUALS, COMPANIES AND NGOS NEED TO BE ALIGNED TO BE ABLE TO BUILD THE SOLUTION TOGETHER.

#### CRITICAL TIMES

Diane Brady launched the session by asking both discussion leaders how their perspective as individuals had changed in the past few years.

Henrietta Holsman Fore believes that we are at a critical point today, at which anything can be done provided there is critical mass. "One person begins change but it cannot change a whole world or a country". After working for a few years at her father's corporation in the steel industry, Henrietta Holsman Fore found that she needed to do more

#### SPEAKERS:



**Patrick de Cambourg**  
CEO, Mazars Group,  
France



**Henrietta Holsman Fore**  
Chairman, Holsman  
International, and former  
Administrator of the US  
Agency for International  
Development and Director  
of US Foreign Assistance,  
USA

#### MODERATOR:



**Diane Brady**  
Senior Editor & Content  
Chief, BusinessWeek, USA



*Diane Brady*

and volunteered to work for the government. Today, she appeals to young generations to serve their governments in order to make a difference.

#### COHERENCE VERSUS DIVERSITY

Patrick de Cambourg finds that coherence is crucial. People want to reconcile their personal lives with their business lives, their lives as friends, relatives, and citizens. During the crisis, people considered as good friends or good fathers, also had another life in business as crooks. What coherence was there in their lives?

On the other hand, Henrietta Holsman Fore is happy to have diversity in her life, because when some parts of her

portfolio are not doing well, others are. Diversity in life helps in times of crisis.

#### GOVERNMENT RESPONSIBILITIES

Henrietta Holsman Fore believes that part of a government's responsibilities is to address the gaps. Trade policies help the world, but if the infrastructures to support trade are not in place nothing can happen. For instance, there is enough food growing around the world, but it does not reach all its destinations; for this necessitates roads, trains, the ability to store food etc ... Africa could be food self-sufficient if, and only if, governments played their parts in developing infrastructures in their countries.

#### HOW DO WE RECONCILE PRIVATE INITIATIVE AND PUBLIC GOOD?

Patrick de Cambourg is adamant that although it is easy to print a nice report and outlines various actions, mentalities will not evolve if it is just window dressing. You need a long-term vision/mentality, less showing-off and more in-depth work with people owning progressively the initiatives and change.

#### GLOBAL ANSWERS

How are we to avoid another crisis? To a global question, you need a global answer. Patrick de Cambourg recognized that there are very good initiatives at a global level. First, the G20 is a huge progress. People have high hopes for it. However, he is also cautiously looking at the future. Are we giving a global answer or are we going back to national or corporate selfishness?

On the same subject, Henrietta Holsman Fore sees a growing trend towards building public / private partnerships for the common good. However, these are difficult to



Patrick de Cambourg

“ONE PERSON BEGINS CHANGE BUT IT CANNOT CHANGE A WHOLE WORLD OR A COUNTRY”

Henrietta Holsman Fore



Henrietta Holsman Fore

define. What is the public element and what is the private element in them? Where do we draw the line?

#### COMPANIES NEED PRINCIPLES

Henrietta Holsman Fore went on to express her opinion that there should be codes of conduct in companies, so that if the individual loses his way, the company is there to put them back on track. Companies need principles. Otherwise, how do you balance a company's responsibility to shareholders to make money *versus* its responsibility towards its employees? How can we get the right balance between the common good and the economics?

As a conclusion, Patrick de Cambourg expressed his belief that part of the solution is to align four actors: businesses, individuals, states and NGOs.

#### L'ESSENTIEL

*COMMENT RÉCONCILIER L'INITIATIVE PRIVÉE ET LE BIEN COMMUN ? DANS UN MONDE EN CONVALESCENCE APRÈS UNE GRAVE CRISE ÉCONOMIQUE, QUEL RÔLE LES GOUVERNEMENTS, LES ENTREPRISES, LES ONG ET LES INDIVIDUS DOIVENT-ILS JOUER ?*

*LES GOUVERNEMENTS ONT UNE LARGE RESPONSABILITÉ : CELLE DE COMBLER LES LACUNES, DE CONSTRUIRE DES PARTENARIATS PUBLIC-PRIVÉ DANS L'INTÉRÊT GÉNÉRAL, DE DONNER DES RÉPONSES GLOBALES ET D'EMPÊCHER UN RETOUR EN ARRIÈRE.*

*MAIS SURTOUT, TOUS, GOUVERNEMENTS, INDIVIDUS, ENTREPRISES ET ONG, DOIVENT SE RÉCONCILIER POUR CONSTRUIRE ENSEMBLE LA SOLUTION.*

“MENTALITIES WILL NOT EVOLVE IF IT IS JUST WINDOW DRESSING, YOU NEED LESS SHOWING-OFF AND MORE IN-DEPTH WORK”

Patrick de Cambourg

# RESILIENCE: LESSONS FOR THE OVER- DEVELOPED WORLD

Friday 16 October 2009

WHAT DOES IT MEAN TO BE RESILIENT? THREE EXTRAORDINARY WOMEN EACH PROVIDE AN ANSWER TO THEIR VIEW OF WHAT MAKES ONE RESILIENT.

FOR CLARA ROJAS, RESILIENCE IS A COMBINATION OF MANY FACTORS, BUT MOSTLY IT IS A QUESTION OF FAITH AND MOTIVATION. FOR DAPHNE MASHILE-NKOSI, IT IS ABOUT PERSISTENCE AND COURAGE; IT MEANS NOT HAVING THE WORD “FAILURE” IN YOUR VOCABULARY.

ANNA NEISTAT HAS ALWAYS CONSIDERED HERSELF TO BE A REBEL AND IT IS HARD FOR HER TO IMAGINE DOING OTHERWISE TODAY. IT IS EVEN SOMETIMES HARD FOR HER TO UNDERSTAND HOW PEOPLE CAN DO THINGS DIFFERENTLY. ALL THREE WOMEN SHARE THE IDEA THAT LIFE IS NOT EASY, BUT PERSEVERANCE IS THE KEY TO ACHIEVING THE GOALS YOU SET FOR YOURSELF.

## WHAT DOES IT MEAN TO BE RESILIENT?

Clara Rojas began the session by sharing that it was a miracle for her to be here, to be free, and to be reunited with her son.

At first, she did not understand when people told her: “you are resilient”. However after reflection Clara Rojas explained what this resilience now means for her.

Clara Rojas considers herself to be a normal woman and was unnerved when she found herself captive in the jungle without any of the commodities to which she was used. This

## SPEAKERS:



**Daphne Mashile-Nkosi**  
Chairman of Kalagadi  
Manganese, South Africa



**Anna Neistat**  
Senior Researcher, Human  
Rights Watch, USA



**Clara Rojas**  
Author and former  
Vice-Presidential  
Candidate, Colombia

## MODERATOR:



**Marina Mahathir**  
Columnist, Blogger, HIV  
and Women's Rights  
Activist, Malaysia



Marina Mahathir

situation made her appreciate the “small” such as a bathe in the river which provided her with a sense of freedom.

In her mind, what helped her through this trial is a combination of 12 things: motivation (Emmanuel, her son was her motivation), self-discipline, staying cool-headed, perseverance, patience, emotional balance, faith, relationship management, forceful thinking, self-image, putting things into perspective, and acceptance of change.

To conclude, Clara Rojas emphasized that life is not easy: “your behaviour is what defines your resilience”.

#### “LIFE IS NEVER EASY”

Daphne Mashile-Nkosi, an anti-apartheid activist, has been working on empowering women. She believes that perseverance is critical in life: “If someone tells me that I cannot do something, I will prove to them that I can. If it has not yet been done, my response is why not?”.

Like Clara Rojas, Daphne Mashile-Nkosi believes that life is never easy; but believing in what you want will help you find the resilience to fight back and persevere.

In her mind, poverty was the greatest motivator. She wanted to be able to support her children, to protect them from having to suffer as she had. The love for her community and for her country gave her the will to work with an organisation

#### “YOUR BEHAVIOUR IS WHAT DEFINES YOUR RESILIENCE”

Clara Rojas



Clara Rojas



that provided black rural women with micro-finance, empowering them to provide for their families.

The Movement of Rural Women is an organisation intent on fighting for women's rights and overcoming the patriarchal structure of African society. As a coordinator for this organisation, Daphne Mashile-Nkosi strived to create a truly South African mining company, Kalagadi Manganese, committed to transforming society. She approached every bank in the country, but was turned down every single time. Perseverance paid-off. She was ultimately able to prove that yes, she was a woman, and yes, she could run a company. In addition to providing the much-needed jobs for the community, Kalagadi Manganese's action today includes a comprehensive community development programme.

The fact that the company is owned and run by a black woman, in a country where the rights of black people were only recently recognised, gives Daphne Mashile-Nkosi a great sense of pride.



From left to right : D.Mashile-Nkosi, M.Mahatir, A.Neistat, C.Rojas

### TELLING THE TRUTH

The Human Rights Watch (HRW) is an independent NGO that is dedicated to defending and protecting human rights, and to telling the truth about the abuses that are committed all over the world today.

An HRW activist, Anna Neistat has travelled to places in the world where it is common for human rights to be violated (Afghanistan, Pakistan, Sri Lanka etc...). She has had to live with the noise of bullets; and she has learned to sneak out of places from where governments do not want any reporting.

Anna Neistat shared with the audience the three factors that allow HRW activists to do their work.

The first one is partnerships. In most places HRW work with local human rights groups, which help them with everything. Many of the people with whom they work came to HRW having endured tremendous sacrifice in their lives. Observing them, learning from them, and if possible helping them drives their work forward.

“BELIEVE IN JUSTICE”

Anna Neistat



Anna Neistat

The second factor is the actual ability to cause change, sometimes in real time. Human rights violations are possible because the abusers, usually the government, count on the fact that nobody will know, nobody will be there to talk about it. HRW does however. It is part of their contribution to make sure that “bad guys don’t win”.

Finally, Anna Neistat spoke of her personal experience of growing up in the USSR. Seeing the system crumble before her eyes gave her hope, since, what contributed to the fall is the courage of few men and women and their hope that the country could change.

As a result, when Anna Neistat visits countries like China, where you feel that nothing can change and governments are impervious to international pressure, she remembers what happened in her country and tries to bring similar hope to the people there.

#### L'ESSENTIEL

*QUE SIGNIFIE ÊTRE DÉTERMINÉ ? TROIS FEMMES EXTRAORDINAIRES DONNENT LEUR RÉPONSE, LEUR VISION DE CE QUI LES REND DÉTERMINÉES.*

*POUR CLARA ROJAS, LA DÉTERMINATION EST UNE COMBINAISON DE NOMBREUX FACTEURS, PRINCIPALEMENT LA FOI ET LA MOTIVATION. POUR DAPHNE MASHILE-NKOSI, C'EST UNE QUESTION DE COURAGE ; CELA SIGNIFIE NE PAS AVOIR LE MOT “ÉCHEC” DANS SON VOCABULAIRE. ANNA NEISTAT S'EST TOUJOURS CONSIDÉRÉE REBELLE ET N'IMAGINE PAS FAIRE AUTRE CHOSE AUJOURD'HUI.*

*CES TROIS FEMMES PARTAGENT L'IDÉE QUE LA VIE N'EST PAS FACILE, ET QUE LA PERSÉVÉRANCE EST LA CLÉ POUR ATTEINDRE LES BUTS QUE L'ON SE FIXE.*

“IF SOMEONE TELLS ME THAT I CANNOT DO SOMETHING, I WILL PROVE TO THEM THAT I CAN. IF IT HAS NOT YET BEEN DONE, MY RESPONSE IS WHY NOT?”

Daphne Mashile-Nkosi



Daphne Mashile-Nkosi



*Bernard Fomas,  
President & Chief Executive  
Officer,  
Cartier International*



# CEO INTERVIEW CARTIER

Bernard Fornas, President & Chief Executive Officer, Cartier International



**For which principal reasons does your company partner the Women's Forum for the Economy and Society?**

There are many reasons for Cartier to partner with the Women's Forum. Firstly, we believe that the Women's Forum is an important and ground-breaking initiative for all of us, men and women. Participants learn about new ideas from leaders and experts from all around the world. They network and establish contacts that live on outside the Forum. For example, our partnership with McKinsey and INSEAD around the Cartier Women's Initiative Awards was made possible by the Women's Forum. It gave us the opportunity to meet and to discover the many values we shared. We began to imagine the concept of these Awards that aim to accompany women entrepreneurs in their business development in a unique and comprehensive way through funding, coaching, networking and visibility opportunities.

Secondly, the Cartier-Women's Forum partnership reinforces our long-standing tradition of supporting and leading initiatives that encourage creativity and drive positive change in our communities. Cartier is a reference in the luxury world, we have pioneered styles and creations and brought women the excellence of our know-how for over 160 years. We believe it to be our duty to lead the way in terms of corporate responsibility. In the jewellery industry, we have initiated ethical standards by co-founding the Responsible Jewellery Council (RJC). In the area of gold, we are committed to helping innovative social and environmental mining models emerge and to the effect signed a sourcing agreement with Italian partner Goldlake operating in Honduras. A patron of the Arts, Cartier promotes contemporary art through the Fondation Cartier pour l'Art Contemporain created as early as 1984. We have pioneered the fight against international counterfeiting and have a strong tradition of philanthropy in favour of numerous organisations helping children in need.

Finally, to support the Women's Forum was a natural choice for us as our staff is 60% female and comprises 83 nationalities of which only 1/3 is French. Diversity is a key success factor that will enable us to maintain Cartier alive forever.

**If you had to choose one initiative, one decisive change to encourage the advancement of women in the corporate field, what would it be?**

In business, mentoring – which implies networking internally – is decisive in the advancement of women's careers. We have started to study how to implement a mentoring program at Cartier. We want to create informal networks, where young talented female managers will receive support from senior managers. We need to generalize the informal mentoring that already exists but remains limited. Senior managers must set the example and be role models for the younger ones.

We have 52% of women among our managers, it's a good number and it is growing at the senior level. For instance, the last three managers promoted to country managers were women, including in the key Chinese market.

More generally, I believe that transparent HR policies are decisive for the advancement of women in the corporate world.

**In your opinion, who is the most remarkable woman on the world stage in the past decade and why?**

There are a number to choose from. The first woman that comes to my mind is Christine Lagarde, our French Minister for the Economy, probably because it is close to home.

**The 2009 programme – with the theme "Think again, think ahead" – invites us to propose and implement new ideas and business models. What is your vision of tomorrow's world?**

The financial crisis has shaken hearts and minds. It will have an important impact on our behavior. People will not consume in the same way. They will increasingly scrutinize who they buy from and what that purchase means for them and for the wider community.

On a macro-economic level, the power will shift towards emerging economic superpowers such as China, Russia and the Middle-East where Cartier has a strong presence. The economies of developed countries will need to adjust to this structural change.



2009 WHITEBOOK\_WOMEN'S FORUM\_137

# THE CARTIER WOMEN'S INITIATIVE AWARDS

Friday 16 October 2009

AN INTERNATIONAL SOCIAL ENTREPRENEURSHIP COMPETITION, THE CARTIER WOMEN'S INITIATIVE AWARDS CELEBRATED ITS ANNUAL NOMINEES FOR THE THIRD CONSECUTIVE YEAR AT THE WOMEN'S FORUM. A JURY OF ENTREPRENEURS, BUSINESS LEADERS AND REPRESENTATIVES OF THE NON-PROFIT SECTOR SELECTED 5 LAUREATES OUT OF 15 FINALISTS BASED ON CRITERIA OF CREATIVITY, FINANCIAL SUSTAINABILITY AND SOCIAL IMPACT. EACH WINNER RECEIVED A US\$20,000 OF FUNDING AS WELL AS A YEAR OF PERSONAL COACHING. THIS YEAR'S LAUREATES ARE: JIFE WILLIAMS AND ADEOLA ASABIA WITH MN ENVIRONMENTAL SERVICES (NIGERIA), KIMBERLEY ONG WITH ALGA VENTURES (PHILIPPINES), HALLA TOMASDOTTIR AND KRISTIN PETURSDOTTIR WITH AUDUR CAPITAL (ICELAND), ROSARIO MONTEVERDE AND MAGDALENA RODRIGUEZ WITH PRO INTERNACIONAL (URUGUAY), AND UNA RYAN WITH WALTHAM TECHNOLOGIES (USA). CREATIVITY, EMOTION AND GENEROSITY MARKED THE 2009 CARTIER WOMEN'S INITIATIVE AWARDS.

## LAUREATES 2009:

### Africa

Jife Williams & Adeola Asabia,  
MN Environmental Services, Nigeria

### Asia

Kimberley Ong,  
AlgaVentures, Philippines

### Europe

Halla Tomasdottir & Kristin Petursdottir,  
Audur Capital, Iceland

### Latin America

Rosario Monteverde & Magdalena Rodriguez,  
PRO Internacional, Uruguay

### North America

Una Ryan,  
Waltham Technologies, USA

## AWARD CEREMONY OPENING

For the third consecutive year, the Cartier Women's Initiative awarded five laureates, one from each continent, for their entrepreneurial audacity.

Bernard Fornas and Aude de Thuin explained how the winners from previous years had turned their projects into reality, benefiting from the Award's entrepreneurial credibility, coaching and broad network. This year, the number of candidates increased from 400 to 820, and the projects were more diversified operating in fields such as biotechnology, finance, and even yak textile. They were also more advanced and employed collectively over 120 people worldwide.

## AFRICA AWARD

Zoë Dean-Smith presented the nominees for Africa. Jeanne Habashi from Egypt seeks to create a new brand of cosmetics using ancient Egyptian ingredients such as the lotus flower and linen. Jife Williams and Adeola Asabia from Nigeria with MN Environmental Services aim to provide sani-



From left to right : H.Tomasdottir and K.Petursdottir, J.Williams and A. Asabia, K.Ong, U.Ryan, R.Monteverde and M.Rodríguez

## L'ESSENTIEL

CONCOURS INTERNATIONAL DE LA CRÉATION D'ENTREPRISES SOCIALES, LES CARTIER WOMEN'S INITIATIVE AWARDS ONT REMIS POUR LA 3ÈME ANNÉE CONSÉCUTIVE LEUR PRIX ANNUEL AU WOMEN'S FORUM. UN JURY D'ENTREPRENEURS, DE CHEFS D'ENTREPRISES ET DE REPRÉSENTANTS DES ONG A SÉLECTIONNÉ 5 LAURÉATES PARMIS LES 15 FINALISTES SUR TROIS CRITÈRES : CRÉATIVITÉ, VIABILITÉ FINANCIÈRE ET IMPACT SOCIAL. CHAQUE GAGNANTE A REMPORTÉ 20,000 DOLLARS AMÉRICAINS ET UNE ANNÉE DE COACHING PERSONNALISÉE. LES GAGNANTES SONT : JIFE WILLIAMS ET ADEOLA ASABIA AVEC MN ENVIRONMENTAL SERVICE (NIGERIA), KIMBERLEY ONG AVEC ALGA VENTURES (PHILIPPINES), HALLA TOMASDOTTIR ET KRISTIN PETURSDOTTIR AVEC UDUR CAPITAL (ISLANDE), ROSARIO MONTEVERDE ET MAGDALENA RODRIGUEZ AVEC PRO INTERNACIONAL (URUGUAY), UNA RYAN AVEC WALTHAM TECHNOLOGIES (ETATS-UNIS). CRÉATIVITÉ, ÉMOTION ET GÉNÉROSITÉ ONT ÉTÉ AU RENDEZ-VOUS DE CETTE ÉDITION 2009 DES CARTIER WOMEN'S INITIATIVE AWARDS.

tary services (showers and toilets) to improve everyday life for communities in Lagos. With Gaea, Laura McSeveney-Sprague from Swaziland aspires to build a safe environment for orphans and HIV-positive children. The award went to Jife Williams and Adeola Asabia.

### ASIA AWARD

Yang Lan represented the Asia jury and highlighted the young age of the candidates, all under 30. Kimberley Ong, 22, from the Philippines aims to fight malnutrition in her country by commercialising new forms of spirulina (coffee and bread). Carol Chyau, 27, co-Founder of Shokay, develops luxury textiles made from yak fiber and creates new opportunities for communities in rural China. Alia Malik, 27, a Pakistani-American entrepreneur based in China, offers organic honey from the Yunnan region.

The award went to Kimberley Ong, the youngest candidate, who thanked Cartier for believing in her project and her coach for the business guidance she received during the competition.

### SPEAKERS:



**Zoe Dean-Smith**  
Senior Director Global Artisan Programme, Vital Voices Global Partnership, Swaziland



**Bernard Fornas**  
President and CEO, Cartier International, France



**Yang Lan**  
Jury President Asia



**Virginia Littlejohn**  
Jury President, North America



**Loic Sadoulet**  
Professor of Economics and head of the Africa Initiative, INSEAD, France



**Joyce Ventura**  
Jury President Latin America



**Spiros Voyadzis**  
Jury President Europe



**Aude de Zieseniss de Thuin**  
Founder and President, Women's Forum for the Economy and Society, France

### MODERATOR:



**Hung Huang**  
CEO China Interactive Media Group, Master of Ceremony (MC)

### EUROPE AWARD

Spiros Voyadzis presented the nominees. Audur Capital, founded by Halla Tomasdottir and Kristin Petursdottir from Iceland, provides financial services with "feminine values". At the height of the financial crisis, none of their clients suffered direct losses and they continued to make profits in 2008. Lisa Warner, from the UK created Fink Cards, conversation cards to change the way families communicate. Martina Hoffhaus from Germany launched a competence centre to better understand the LOHAS population (socially and environmentally-conscious consumers) and to advise companies in their PR and marketing strategies. The award went to Halla Tomasdottir and Kristin Petursdottir who urged the audience to "take the power of the purse and make a different world".

### LATIN AMERICA AWARD

Joyce Ventura presented the nominees. Elizabeth Campillo, founder of Work Up Bienestar Empresarial, provides well-being and health programmes for employees of large corporations in Mexico. With Prospera, Gabriela Enrique and Leticia Jauregui, support women micro enterprises in Mexico by offering mentoring and assistance. Last but not least, with PRO Internacional, Rosario Monteverde and Magdalena Rodriguez, created a successful and fast-growing web agency that employs and offers training to staff with only basic high-school education. The award went to Rosario Monteverde and Magdalena Rodriguez.

### NORTH AMERICA AWARD

Virginia Littlejohn presented the nominees. With Health-Leap, Joanna Baker and Phaedra Chrousos imagined a service that enables patients to book their doctor or dentist appointment online. Michele Romanow, from Canada, seeks to produce caviar from a sustainable sturgeon farm. With Waltham Technologies, Una Ryan, from the USA, is developing an environmentally-friendly method to clean water using blue-green algae.

The award went to Una Ryan.

Hung Huang closed the third Cartier Women's Initiative Award ceremony by thanking the finalists for their perseverance and creativity.

One year of coaching with Cartier managers, McKinsey consultants and INSEAD graduates now awaits the Laureates.

## PEOPLE & ATMOSPHERE

*Fatima Al Jaber*



*Carlos Ghosn, Anne Lauvergeon, Stéphanie Antoine*



*Yan Lan, Hung Huang*



*Aude Zieseniss de Thuin,  
Diala Al Haj Aref*

*Photo studio by Citi*



*Magritte Museum*



*Christine Fontanet, Dominique Hériard-Dubreuil*



*X.D.Cheng, a participant, Y.Lan, C.Puel, C.Ockrent, B.Fornas*



*Cartier reception*

*Cartier Women's Initiative Awards Latin America laureates & Finalist*



*A participant*



*The South African Delegation*



*Partner's lounge*



*Official Middle East Delegation corner*

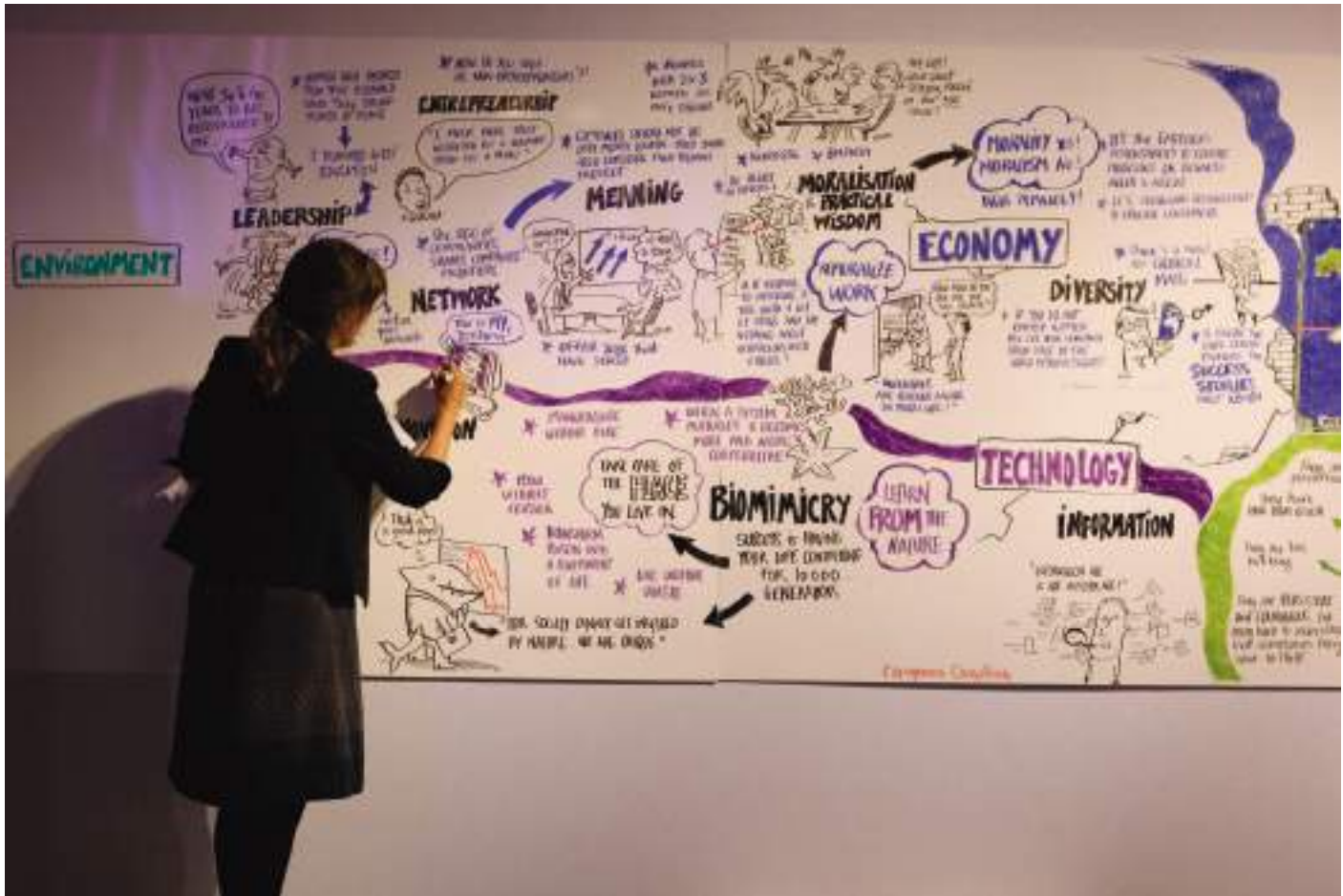


*A participant, Angel Chang*



*Laurence Parisot*

# PART 4



The Wall by Capgemini Consulting

Part 4

# BUSINESS TOMORROW

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THE CRISIS HAS LED TO BUSINESS INNOVATION. NEW BUSINESS PRACTICES. MORE  
REGULATION, MORE INTERVENTION OF GOVERNMENTS. MORE WOMEN?

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# REBIRTH THROUGH REBRANDING

Hosted by Chartis International

Friday 16 October 2009

REFERRING TO HOW CHARTIS EMERGED FROM THE FORMER AIG, JULIO PORTALATIN, CEO OF CHARTIS EUROPE, SHARED WITH THE AUDIENCE THE LESSONS LEARNED REGARDING MANAGING A CRISIS, AND ESPECIALLY THE IMPORTANCE OF ALWAYS LOOKING AHEAD. JULIO PORTALATIN CONSIDERS THAT IT IS BETTER TO FACE THE CRISIS HEAD ON, RATHER THAN TO TRY TO HIDE ISSUES FROM EMPLOYEES OR CLIENTS. A CRISIS IS A UNIQUE OPPORTUNITY TO TAKE DECISIONS. WITH THE NEW BRANDING DECISION, CHARTIS SENT A CLEAR MESSAGE TO ITS EMPLOYEES AND CLIENTS: "WE ARE CONTINUING TO MOVE FORWARD AND WE ARE WELL PREPARED FOR THE FUTURE". UNDERSTANDING WITH WHOM YOU NEED TO COMMUNICATE AND GIVING FREQUENT AND TRANSPARENT INFORMATION ARE KEY FACTORS TO SUCCESSFULLY MANAGE A CRISIS.

The Chartis brand was born at the end of July 2009. Today, Chartis employs 44,000 world-class professionals who serve over 40 million clients in 160 countries around the world. In Europe, nearly 50% are women.

## THE CRISIS CONTEXT

AIG was one of the leading insurance companies, with a model of franchise unlike any other. The company was recognised for its product innovation, new market developments and geographic reach.

## SPEAKER:



**Julio A. Portalatin**  
Chief Executive Officer,  
Chartis Europe (formerly  
AIG Europe), USA



*Julio A. Portalatin*

The difficulties of AIG fell mainly within the financial products division. The health of insurance subsidiaries was never in question even though much of the media coverage implied a real change for the whole organization.

## FIRST REACTIONS TO A CRISIS SITUATION

During this crisis, there were two priorities:

- The first was to decide with whom one needs to communicate, i.e. employees, clients, and distribution partners. It was essential to give them relevant information to be able to distinguish the headlines from the facts. During this challenging period, a training programme was initiated, focusing on the ups and downs of change, giving people the opportunity to talk about how they felt.



- The second was to listen to people. The women's network helped to share reactions and learn from similar experiences. It was a real source of inspiration and creation.

#### THINK AGAIN, THINK AHEAD

One important element when managing a crisis is to look forward, and not only focus on current events. "Don't think about the crisis (get through today) but think about the future".

Julio Portalatin underlines that, paradoxically, there is no better time to think about the future than when people doubt.

The strategic decision was to create a new brand for insurance activities, and to focus on core business by becoming independent from other businesses. For the first time, all domestic and international operations were clustered under the same brand and company: Chartis.

#### A NEW BRAND FOR A NEW START

In Europe, the choice was made to introduce the new brand during one day called: "Chartis Employees Day". This created buzz and mobilised employees around the new promising brand. Indeed, Chartis is the Greek word for Map, embodying the trajectory from where you come to where you are now, and the path towards the future. After nearly a year of fighting to defend the former AIG name, and trying to explain the differences between financial and insurance activities, it was important to restore confidence. This new name created a fresh start and a new spirit within the company. More than a new brand, it represented a milestone for the employees and clients, the signal that the company was moving forward.



Julio A. Portalatin with the Chartis team

**"IF IT IS WELL-MANAGED, NOTHING CAN UNIFY A GROUP LIKE GOING THROUGH A CRISIS"**

Julio A. Portalatin



Julio A. Portalatin

#### LESSONS LEARNED FROM THIS EXPERIENCE

Julio Portalatin ended his speech by listing five steps to create a new brand:

- understand the context and identify the organisation's key strengths,
- set the direction,
- make the brand tangible,
- bring the brand to life, and
- measure the impact

Even if Julio Portalatin recognises that it would still take time for employees and clients to be totally convinced by the decision, the results are promising: traditional clients are renewing their contracts and the portfolio of new clients is expanding.

#### L'ESSENTIEL

*A PARTIR DE L'HISTOIRE DE LA CRÉATION DE CHARTIS, JULIO PORTALATIN, CEO DE CHARTIS EUROPE, A FAIT PARTAGER À L'ASSISTANCE LES LEÇONS TIRÉES DE CETTE EXPÉRIENCE EN TERMES DE GESTION DE CRISE ET SURTOUT SUR L'IMPORTANCE DE TOUJOURS REGARDER DE L'AVANT. AINSI, IL CONSIDÈRE QU'IL VAUT MIEUX AFFRONTER LA CRISE ET NE PAS CHERCHER À CACHER LES CHOSES, NI À SES EMPLOYÉS NI À SES CLIENTS. UNE CRISE DONNE UNE OCCASION UNIQUE DE PRENDRE DES DÉCISIONS. AVEC LA DÉCISION DE LA NOUVELLE MARQUE, CHARTIS A ADRESSÉ UN MESSAGE CLAIR À SES EMPLOYÉS ET À SES CLIENTS : « NOUS CONTINUONS D'AVANCER ET NOUS SOMMES BIEN PRÉPARÉS POUR ABORDER LE FUTUR ». COMPRENDRE AUPRÈS DE QUI IL FAUT COMMUNIQUER ET DONNER DES INFORMATIONS TRANSPARENTES ET FRÉQUENTES SONT DES ÉLÉMENTS CLÉS DANS LE SUCCÈS D'UNE GESTION DE CRISE.*

# BUSINESS INNOVATION: THE UPSIDE OF THE DOWNSIDE?

Friday 16 October 2009

INNOVATION CAN HAVE DIFFERENT DEFINITIONS AND CAN BE IMPLEMENTED IN VARIOUS WAYS. THIS WAS THE FIRST LEARNING FROM THE SPEAKERS OF THE BUSINESS INNOVATION SESSION. THE PROCESS OF INNOVATION FOLLOWS THREE IMPORTANT STAGES: THE FIRST STEP IS TO RECOGNISE INNOVATION THAT IS ALREADY ESTABLISHED, THROUGH DEDICATING A SPECIAL EVENT TO IT; THE SECOND STEP IS TO HAVE THE AUDACITY TO MAKE CHANGE HAPPEN; AND LAST BUT NOT LEAST, AN OPERATING PROCESS HAS TO BE PUT IN PLACE TO MANAGE INNOVATION. PARTICIPANTS WERE GIVEN ADVICE ON HOW TO INNOVATE AND URGED TO USE THESE AS SOON AS THEY ARRIVED BACK HOME. ISSUES AROUND THE ROLE OF GOVERNMENT IN INNO-



From left to right: A. Ansari, R. Anand, T. Qureishy, S. Barendregt-Roojers

#### SPEAKERS:



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



**Anousheh Ansari**  
Co-Founder and  
Chairman, Prodea  
Systems, Inc., Iran/USA



**Sonja Barendregt-  
Roojers**  
Partner Financial Services,  
PricewaterhouseCoopers  
Accountants N.V.,  
Netherlands



**Catherine Ladousse**  
Executive Director  
Corporate Marketing &  
Communications, Lenovo  
North America, Western  
Europe, Japan, Australia  
and New Zealand, France



**Tariq Qureishy**  
Founder and CEO,  
Vantage Group, Pakistan



Diane Brady

VATION AND THE WAYS TO ACCELERATE INNOVATION IN MIDDLE EAST COUNTRIES WERE ALSO DISCUSSED. DIANE BRADY WRAPPED-UP THE SESSION WITH THE FOLLOWING QUOTE: "TO INNOVATE, KEEP IN MIND THE STRENGTH OF RELATIONSHIPS, SO CONNECT YOUR BRAIN WITH THE KNOWLEDGE OF OTHERS, TO CREATE AN OSSIFIED STRUCTURE". WITH THESE WORDS, DIANE BRADY INVITED US TO USE THE WOMEN'S FORUM ITSELF AS A PLACE FOR INNOVATION, TO RETHINK THE PAST AND TO BUILD OUR FUTURE!



Catherine Ladousse

#### HOW DO YOU DEFINE INNOVATION?

“The significant problems we have cannot be solved at the same level of thinking with which we created them.” Albert Einstein, US (German-born) physicist (1879 - 1955)

It was with these words that Tariq Qureishy from Pakistan invited us to think about the definition of innovation. As a business leader he has always had to challenge himself to find innovative ways to solve his problems. For Anousheh Ansari, innovation stems from two sources: trying to solve challenges and our imagination. For Rohini Anand, it is creation of a new market space. For Sonja Barendregt-Roojers, it is sustainability and for Catherine Ladousse, from Lenovo, innovation is necessary if you want to survive. But for all of them, Innovation is based on diversity and uniqueness of one’s employees. One has to make people part of the innovation process, developing the process as a collaborative think-tank.

Last but not least, today developed countries such as the US and countries in Europe remain the main providers of innovation as they have a mature structure in place to handle it. Afterwards, they outsource the industrial development to China or India. However, increasingly, Asia is becoming

MODERATOR:



Diane Brady  
Senior Editor & Content  
Chief, BusinessWeek, USA

“INNOVATION IS  
NECESSARY IF  
YOU WANT TO  
SURVIVE”

Catherine Ladousse

“CREATE AN  
INNOVATION  
CULTURE,  
GENERALLY  
NOT ALREADY  
IN PLACE  
IN SOME  
COUNTRIES”

Tariq Qureishy

a competitor prompting advanced countries to adapt their models.

#### THINK OUTSIDE THE BOX: HOW DO COMPANIES PROMOTE INNOVATION?

The first step in promoting innovation is to recognise it. At Sodexo, a women’s forum consisting of 20 women around the world was put in place to encourage initiatives led by diverse individuals and by women; X Prize Foundation (of which Anousheh Ansari is a member) fosters innovation by tapping into our competitive and entrepreneurial spirits; In the Netherlands, a female network named “United success” was launched to support women to succeed in building their businesses.

The second step is to have the audacity to make change happen. For example, at Google employees are requested to spend 20% of their time outside, doing things other than their job during their working time.

As a third step, one should not forget that innovation has to be managed. Dedicated centres need to be put in place,



Tariq Qureishy



From left to right: A.Ansari, R.Anand, T.Qureishy, S.Barendregt-Roojers, C.Ladousse

such as R&D areas or laboratories, setting-up the innovative framework of a company and ensuring innovation will be developed.

#### SHOULD GOVERNMENTS PLAY A ROLE IN INNOVATION?

Following recent events in the US, Diane Brady questioned our speakers about the role that governments should play in innovation. The answers given highlighted different points of view. Governments should remain neutral: by encouraging big companies only – due to the number of people they employ and hence the number of voters - one will discourage small companies such as start-ups that are generally at the heart of the innovation. Governments should also develop their education programme to ensure that tomorrow's workers are prepared and comfortable with innovation. If we look at it a bit differently, governments should favour innovation by creating an appropriate ecosystem. For example in the Netherlands in order to attract funds, the government has launched financial investments that provide high advantages to foreigners. This is a form of innovation. Easing the process of acquisitions could also accelerate a company's innovation process. It seems that governments

“TO INNOVATE,  
SOMETIMES IT  
IS BETTER TO  
GO SLOW THAN  
TO GO FAST,  
TAKING CARE  
OF INFLUENCE  
AND NETWORK”

Rohini Anand



Rohini Anand



Sonja Barendregt-Roojers

## L'ESSENTIEL

L'INNOVATION PEUT AVOIR DIFFÉRENTES DÉFINITIONS ET STRATÉGIES DE MISE EN ŒUVRE. C'EST LE PREMIER ENSEIGNEMENT DU TOUR DE TABLE D'OUVERTURE DE LA SESSION BUSINESS INNOVATION. LA DÉMARCHÉ D'INNOVATION SE MET EN PLACE À TRAVERS TROIS GRANDES ÉTAPES: EN PREMIER LIEU, IL FAUT VALORISER L'INNOVATION DÉJÀ EN PLACE, À TRAVERS DES PRIX OU DES ÉVÉNEMENTS DÉDIÉS ; ENSUITE IL FAUT USER D'AUDACE POUR QUE LES CHANGEMENTS S'OPÈRENT ; ET ENFIN, IL FAUT DÉFINIR UN MODE DE MANAGEMENT DE L'INNOVATION. DE NOMBREUX CONSEILS POUR INNOVER ONT ÉTÉ DONNÉS AUX PARTICIPANTS, FORTEMENT ENCOURAGÉS À LES UTILISER DÈS QU'ILS SERAIENT RENTRÉS. LES THÈMES SUR LE RÔLE DU GOUVERNEMENT DANS L'INNOVATION ET LES MOYENS D'ACCÉLÉRER L'INNOVATION DANS LES PAYS DU MOYEN-ORIENT ONT ÉGALEMENT ÉTÉ TRAITÉS. DIANE BRADY A CLOS LA SESSION PAR LA CITATION SUIVANTE : "POUR INNOVER, IL FAUT TOUJOURS GARDER À L'ESPRIT LA FORCE DES RELATIONS ET AINSI CONNECTER VOTRE CERVEAU AUX CONNAISSANCES D'AUTRUI, POUR CRÉER UNE STRUCTURE OSSIFIÉE ». ELLE NOUS INVITE PAR CES MOTS À UTILISER LE WOMEN'S FORUM COMME UNE PLACE D'INNOVATION, POUR REPENSER LE PASSÉ ET CONSTRUIRE NOTRE FUTUR.

“IN THE NETHERLANDS, A FEMALE NETWORK, “UNITED SUCCESS”, WAS LAUNCHED TO HELP WOMEN BUILD THEIR BUSINESSES AND MAKE THEM SUCCESSFUL”

Sonja Barendregt-Roojers

“TO INNOVATE, KEEP IN MIND THE STRENGTH OF RELATIONSHIPS, SO CONNECT YOUR BRAIN WITH THE KNOWLEDGE OF OTHERS, TO CREATE AN OSSIFIED STRUCTURE”

Diane Brady

“INNOVATION COMES FROM TWO SOURCES: CHALLENGES YOU TRY TO SOLVE OR YOUR IMAGINATION”

Anousheh Ansari

should play a role, but to ensure their neutral position they should only be partners and not direct investors.

## HOW CAN INNOVATION PROGRESS MORE RAPIDLY, ESPECIALLY IN THE MIDDLE EAST?

A member of the Middle East Delegation inquired which insights she could receive to further develop innovation in her country. Tariq Qureishy answered with this advice:

1. Create an innovation culture, generally not already in place in these countries.
- 2; Push family-run businesses to think out of the box.
3. Educate young people who currently represent 65% of the Middle East population and will represent one million jobs in the next ten years.
4. Develop R&D departments.

## ADVICE FROM THE SPEAKERS ON HOW BEST TO INNOVATE

To be written on a post-it note and stuck to one's computer screen:

“Be optimistic. Let's change our mindset and take risks!”

“Be persistent. Keep on going and keep up the pace!”

“Project yourself forward! Be audacious”

“Sometimes it is better to go slow than to go fast, taking care of influence and network”

“Don't be afraid to be called crazy!”



Anousheh Ansari

# THE BUSINESS CASE FOR BUILDING A CRITICAL MASS OF WOMEN ON WALL STREET AND BEYOND

Friday 16 October 2009

THE NATIONAL COUNCIL FOR RESEARCH ON WOMEN AIMS AT RAISING AWARENESS OF GENDER DISCRIMINATION AND PROMOTING THE ADVANCEMENT OF WOMEN. THE LATEST REPORT PUBLISHED BY THE ORGANISATION, "WOMEN IN FUND MANAGEMENT", FOCUSES ON THE PRESENCE OF WOMEN IN FINANCIAL SERVICES. THIS REPORT PLEADS FOR A CRITICAL MASS OF WOMEN IN THE FUND MANAGEMENT SECTOR. THE UNDER-REPRESENTATION OF WOMEN IS A WEAKNESS AS THEY HAVE VALUABLE STRENGTHS: THEY HAVE A MORE MEASURED APPROACH TO RISK-TAKING, THEY ARE MORE METHODOLOGICAL, ESPECIALLY IN DECISION-MAKING, AND THEY FAVOUR THE LONG-TERM TO THE SHORT-TERM. ACCORDING TO BOTH SPEAKERS, LINDA BASCH AND JACQUELYN ZEHNER, THE CURRENT CRISIS IS A GREAT OPPORTUNITY FOR CHANGE; WITH THIS IN MIND, THEY SUGGEST CONCRETE SOLUTIONS TO REACH A CRITICAL MASS OF WOMEN IN FUND MANAGEMENT.

## WOMEN ARE POORLY REPRESENTED IN FUND MANAGEMENT, MAINLY DUE TO FOUR BARRIERS

Women are absent from the financial world although according to the report, they represent nearly half of the workforce in the US. Nearly US\$1.2 billion women are top wealth holders, among which 43% are Americans with gross assets of US\$1.5 million or more. Nevertheless, paradoxically, in early 2008, women managed a mere 3% of the approximately US\$1.9 trillion invested in hedge funds.

## SPEAKERS:



**Linda Basch**  
President, National Council  
for Research on Women,  
USA



**Jacquelyn Zehner**  
A founding Partner of  
Circle Financial Group  
and Vice-Chair, Women's  
Funding Network, USA

This being said, both speakers focused on the reasons why women are absent from Fund Management. For them, there are four main barriers to women's advancement in this field:

- a lack of capital: it is a bigger challenge for women to gain access to capital than it is for men,
- a narrow pipeline,
- a hostile work environment: Jacquelyn Zehner illustrated this point by talking about her unpleasant experience of being the "only woman in the room" as a Senior Manager and a Partner at Goldman Sachs, and
- a lack of networks and role models.

## WHY SHOULD WOMEN BE MORE REPRESENTED IN FUND MANAGEMENT?

Even though the absence of women from Fund Management is easy to spot, it is more difficult to argue for the

"THIS IS NOT RESEARCH FOR RESEARCH, THIS IS AN ACTION PAPER"

Jacquelyn Zehner



Jacquelyn Zehner

## L'ESSENTIEL

LE NATIONAL COUNCIL FOR RESEARCH ON WOMEN VEILLE À SENSIBILISER LA SOCIÉTÉ SUR LES DISCRIMINATIONS HOMME-FEMME ET À PROMOUVOIR L'AVANCEMENT DES FEMMES. LE DERNIER RAPPORT DE L'ORGANISATION, « WOMEN IN FUND MANAGEMENT » S'ATTACHE À LA PRÉSENCE DES FEMMES DANS LES SERVICES FINANCIERS. CE RAPPORT PLAIDE POUR UNE MASSE CRITIQUE DE FEMMES DANS LE SECTEUR DE LA GESTION DE FONDS. LEUR SOUS-REPRÉSENTATION EST UNE FAIBLESSE CAR ELLES ONT DES ATOUS À FAIRE VALOIR : ELLES SONT PLUS MESURÉES DANS LA PRISE DE RISQUES, PLUS MÉTHODOLOGIQUES, PARTICULIÈREMENT DANS LEURS DÉCISIONS ET QU'ELLES PRIVILÉGIENT LE LONG TERME. SELON LINDA BASCH AND JACQUELYN ZEHNER, LA CRISE ACTUELLE EST UNE VRAIE OPPORTUNITÉ DE CHANGEMENT ; DANS CETTE OPTIQUE, ELLES SUGGÈRENT DES SOLUTIONS CONCRÈTES POUR CONSTITUER UNE MASSE CRITIQUE DE FEMMES DANS LE SECTEUR DE LA GESTION DE FONDS.



increase of their representation. Indeed, why should there be more women in Finance? For both speakers, the essence of the report is to demonstrate the positive impact of women in Fund Management: “we hope that this report will give you the evidence”, says Linda Basch. The report even goes further as it states that women perform better than men in Fund Management. It shows that funds managed by women averaged gains of 9% from 2000 to 2009 compared to 6% for a general index. In order to understand this point, the speakers went on listing the

“WE HOPE THAT THIS REPORT WILL GIVE YOU THE EVIDENCE”

Linda Basch



Linda Basch

main reasons why women reach higher performance. According to them:

- Women are more patient, consistent and measured in risk-taking.
- They are more methodological and have a more detailed approach to decision-making.
- They consider the long-run and do not focus on the short term, as men do.

The crisis intensified the gap between women and men's performance in Finance, as, according to the speakers, women-owned funds went down 9.6%, while others dropped 19%. For Linda Basch “this truly is an opportunity to change: you should never let a good crisis go to waste”.

### WHAT ARE THE SOLUTIONS TO REACH THIS GOAL?

Jacquelyn Zehner claims: “this is not research for research, this is an action paper”. Indeed, a large part of the report is dedicated to give clear and concrete solutions to change the situation. The report suggests 10 possible solutions “to create deep change in the structure, culture and practices of the financial services industry”:

- recognize and address the complex interconnected and global nature of this crisis,
- adopt a critical mass principle,
- place money where it matters,
- require greater transparency and accountability,
- expand the pipeline,
- build and expand professional networks,
- provide mentoring opportunities at all levels,
- highlight the achievements of successful women in finance to provide role models for other women,
- change the climate and culture in the financial service workplaces, and
- support and fund research in the field.

# NEW GENERATION, NEW TECHNOLOGIES, NEW MODELS: GETTING READY FOR THE LEARNING AND DEVELOPMENT REVOLUTION

Hosted by Cegos  
Friday 16 October 2009

A NEW GENERATION, WHICH HAS LEARNT DIFFERENTLY, USING SOCIAL NETWORKING AND FINDING INFORMATION ON THE WEB, IS NOW ENTERING THE LABOUR MARKET. ONE OF THE NEW CHALLENGES FOR COMPANIES IS TO FIGURE OUT THE BEST WAY TO INTEGRATE THESE NEW MODES OF LEARNING AND INFORMATION-SHARING INTO THEIR ORGANISATIONS. EXAMPLES OF PRACTICES IMPLEMENTED BY ASTRAZENECA OR CHARTIS EUROPE IN THE FIELD OF LEARNING FUELLED THE DEBATE AROUND THE USE AND POTENTIAL OF NEW TECHNOLOGIES. THESE TECHNOLOGIES CAN HELP TO MEET THE EXPECTATIONS OF BOTH EMPLOYEES (EG PROVIDING ADDITIONAL FLEXIBILITY) AND COMPANIES (EG COST REDUCTION AND LARGE COVERAGE OF EMPLOYEES IN MULTIPLE COUNTRIES...). THE SESSION EMPHASIZED THE NECESSITY TO STRIKE A BALANCE BETWEEN "OLD METHODS OF LEARNING", BASED ON DIALOGUE AND DEBATE, AND NEWER METHODS, IN ORDER TO REAP THE BENEFITS OF BOTH APPROACHES.

## KEY FIGURES

At the start of the session, a video providing facts and figures provoked the question: "Is social networking a fad...or the biggest shift since the Industrial Revolution?"

- By 2010, Generation Y will outnumber baby-boomers. Out of the individuals in Generation Y, 96% have joined a social network.

## SPEAKERS:



**Paulina Bozek**  
Development Director,  
Atari, Canada (2009  
Women's Forum Rising  
Talent)



**Dawn Cheyrouze**  
SVP & Regional HR  
Director, Chartis Europe,  
USA



**Pascal Debordes**  
Director of Training and  
E-Learning, Cegos, France



**Nicola Marchant**  
Global Director Strategic  
Workforce Planning and  
Diversity, AstraZeneca, UK



Nicola Marchant



- It took 38 years for the radio to reach 50 million users, 13 years for TV, 4 years for the internet, 3 years for iPods, and Facebook had 100 million users in less than 9 months
  - Wikipedia accounts for 13 million articles, and studies estimate it is more accurate than Encyclopedia Britannica
- The question remains on how companies could best integrate these new modes of learning and information-sharing into their business.

#### SNAPSHOT ONE: CONNECTING WITH PEOPLE

Paulina Bozek, Development Director at Atari, introduced this snapshot by illustrating the success of Facebook. This social network accounts for 300 million users in 180 countries. Everyday, 6 billion minutes are spent on Facebook. The average user is 35 and over.

Pascal Debordes, Director of Training and E-Learning at Cegos, shared the results of a survey. When asked: “Where and how did you receive the information that is the most

#### L'ESSENTIEL

*UNE NOUVELLE GÉNÉRATION, QUI A APPRIS DIFFÉREMMENT ET QUI EST HABITUÉE À L'UTILISATION DES RÉSEAUX SOCIAUX ET DE LA RECHERCHE D'INFORMATION SUR INTERNET, ENTRE SUR LE MARCHÉ DU TRAVAIL. UN DES NOUVEAUX DÉFIS POUR LES ENTREPRISES EST DE DÉFINIR LA MEILLEURE MANIÈRE D'INTÉGRER CES NOUVEAUX MODES DE FORMATION ET DE PARTAGE D'INFORMATION AU SEIN DES ORGANISATIONS. LES EXEMPLES DE CE QUE FONT ASTRAZENECA ET CHARTIS EUROPE EN MATIÈRE DE FORMATION ONT ALIMENTÉ LE DÉBAT SUR L'UTILISATION ET LE POTENTIEL DES NOUVELLES TECHNOLOGIES. ELLES PEUVENT APPORTER UNE RÉPONSE À LA FOIS AUX ATTENTES DES EMPLOYÉS (PLUS DE FLEXIBILITÉ...) ET DES ENTREPRISES (RÉDUCTION DE COÛTS, COUVERTURE LARGE DES EMPLOYÉS DANS DIFFÉRENTS PAYS...). LA SESSION A SOULIGNÉ LA NÉCESSITÉ DE TROUVER UN ÉQUILIBRE ENTRE LES « ANCIENNES MÉTHODES » DE FORMATION FONDÉES SUR LE DIALOGUE ET LES ÉCHANGES ET LES NOUVELLES MÉTHODES AFIN DE TIRER PROFIT DES DEUX APPROCHES.*

“300 MILLION  
USERS IN 180  
COUNTRIES  
ARE SPENDING  
AROUND  
6 BILLION  
MINUTES  
EVERYDAY ON  
FACEBOOK.  
THE AVERAGE  
USER IS 35+.  
SO DO YOU  
THINK SOCIAL  
NETWORK IS A  
FAD?”

Paulina Bozek



Paulina Bozek

useful in your job?”, 70% of employees answered: “From informal learning”. For economic reasons, and because the interest for such training is increasing among employees, companies are allocating a growing part of their corporate training budget to informal training *versus* formal training, even if some technical or security constraints still exist. When asked about the development of such technologies in their companies:

- Nicola Marchant, Global Director of Strategic Workforce Planning and Diversity at AstraZeneca answered that they are using some of these technologies, but she considers that AstraZeneca is still at the beginning of their journey. Different tools were developed, such as an Internal Academy, reaching out to many people and providing flexibility to employees. Nicola noticed that employees aged 30 to mid-40s are the main users.



From left to right : N.Marchant, P.Debordes, P.Bozek, D.Cheyrouze

- Chartis also developed new tools in the European Area said Dawn Cheyrouze, SVP & Regional HR Director for Chartis Europe. She mentioned the use of on-line newsletters, intranet or specific websites dedicated to products to provide faster and easier access to information. Dawn Cheyrouze emphasized however, that Chartis chose to keep using face-to-face meetings for behavioural training. A participant in the audience questioned the quality of informal learning. The answers underscored the existing paradox: “informal learning has to be formalised and monitored”.

#### SNAPSHOT TWO: “SERIOUS” VIDEO GAMES

After briefly reviewing the history of video games, Paulina Bozek asserted that today all generations play video games.

The market size for “serious” games is evaluated at US\$ 400 million. Currently, these mainly consist of simulations in the medical and military industries.

However, “serious” games could expand rapidly, as long as they respond to Generation Y’s wish for attractive learning

**“THE PARADOX IS THAT TO BE SUCCESSFUL, INFORMAL LEARNING HAS TO BE FORMALISED”**

Pascal Debordes

offerings. In France, the government has decided to invest €20 million to support 40 projects.

Chartis has developed a project that can be assimilated to a serious game with “Town”. Strolling through a Western-style town, employees can discover the different policies of the Group. Dawn Cheyrouze also mentioned some offerings designed by partners that use poker to develop negotiation skills.

Nicola Marchant referred to AstraZeneca’s cartoons on moral dilemma. These cartoons are used to train employees to make the most appropriate judgment call. She also mentioned her interest in cultural navigators that can be efficient tools to deal with people from other countries.

A member of the audience asked about the risks and possible side effects of such tools that could be detrimental to social relationships and isolate people. Another participant wondered what the future holds for “old methods of learning” based on dialogue and debate.

A balance has to be found, answered the speakers.

### SNAPSHOT THREE: LEARNING THROUGH VIDEO

With the multiplication of screens in our environment, the way we watch television has evolved. People want to have more control over the content. A “clip culture” has also emerged.

There are one billion views per day on YouTube. Interestingly, the site provides a section dedicated to education. Some business schools offer video-lessons on their websites, free of charge. Some companies now develop these tools since



*Dawn Cheyrouze*

“NEW TECHNOLOGIES PRESENT GREAT OPPORTUNITIES FOR TECHNICAL OR PRODUCT TRAINING BUT WE ARE CONVINCED THAT BEHAVIOURAL LEARNING HAS TO REMAIN ON A FACE-TO-FACE BASIS”

*Dawn Cheyrouze*



*Pascal Debordes*

new recruits expect to have access to these facilities. Some of the advantages for Nicola Marchant are the opportunity to have a global reach, to send a single message through a global company, and the flexibility offered to employees. The question of corporate social network was raised, but even if the idea is appealing, there are up to now only few and recent examples.

As a conclusion, Pascal Debordes quoted a philosopher: “Doubt is the only uncertainty”.

# INTERNET CENTRE & BRAINSTORMING CORNER THE DIGITAL CURRENT REVOLUTION AND DEVELOPMENT OF A NEW INTANGIBLE ECONOMIC MODEL: A NEW CORPORATE MODEL TO DEVELOP IN A NETWORKED WORLD

Thursday 15 October 2009

PATRICK FERRARIS, GLOBAL LEADER OF TECHNOLOGY TRANSFORMATION AT CAPGEMINI CONSULTING INVITED WOMEN TO BRAINSTORM ON THE USE OF NEW TECHNOLOGIES IN DEVELOPED COUNTRIES AS WELL AS IN EMERGING COUNTRIES. FACEBOOK, TWITTER, YOUTUBE, SKYPE, BLOGS, TO MENTION A FEW EXAMPLES, ARE ALREADY PART OF OUR LIVES. HOW COULD THESE BE ADAPTED TO ALSO BENEFIT THE CORPORATE WORLD? WHAT WOULD BE THE OPTIMAL BUSINESS MODEL? WHO SHOULD BE MANAGING INFORMATION? WHAT SHOULD BE THE LEVEL OF PRIVACY? MANY QUESTIONS WERE RAISED BY THE PARTICIPANTS AND ADDRESSED DURING THE SESSION.

## TECHNOLOGICAL REVOLUTIONS

Technological revolutions usually emerge as a combination of new technologies, new usage and new business models. As highlighted by the Apple case study, it is not only the technology that creates the revolution, but also its combination with new usage for the customer which impacts the changing logics of existing value chains and strongly impacts companies' business models and organizations. Some of the most amazing examples of the digital revolution were shown in a video. The first case was about marriage in the USA: 1 out of 8 married couples in 2001 met on the internet. The second case was social networks in the business world: 80% of companies are using LinkedIn as their primary tool for recruitment. The third case is its usage in the media

## SPEAKERS:



**Patrick Ferraris**

Vice-President, Capgemini Consulting – Department Technology Transformation, France



**Anne-Claire Schmitt**

Capgemini Consulting, France



**Adeline Pairault**

Capgemini Consulting, France



**Claire Calmejane**

Capgemini Consulting, France



**Stephanie Flaisler**

Capgemini Consulting, France



**Veronique Olivier-Martin**

Capgemini Consulting, France



Anne-Claire Schmitt, Claire Calmejane

world: the information about the earthquake which devastated Wenshuan (China) on the 12 May 2008 was retrieved by BBC on Twitter.

The projection of the video opened an interactive discussion with participants around the main stakes of digital revolutions for companies. How to adapt these to also benefit the corporate world? Which could be the optimal business model? Who should be managing information? Patrick Ferraris stated that all this new usages will strongly impact our future, but the way people will absorb these transformations in companies is still unknown.

The question of levers available to implement these new usages in our traditional companies was also raised. Participants highlighted that even today some of their bosses are

not using a computer in daily life, so how could they convince them to use new tools such as Gmail, GoogleApps or LinkedIn? In addition, how could these tools be combined to create new usages for the company and for their customers?

#### CHANGING LIFE IN A "NEW DEMOCRACY" & EMERGING COUNTRIES

After the presentation, the group was split into two teams, where participants chose the topic they wished to cover. The first group focused on how technology was contributing to a "new democracy" with more transparency, innovation, collaboration and simple access to services. Examples were discussed such as the Information Technology Standards Association of Kenya, which has launched a pilot project that will offer a corruption online reporting facility in six towns, or USA Obama 2.0, which transforms the president supporter database into an active citizen network. Each participant took the opportunity to share their situation and their vision on new democracy with the group. The second group brainstormed about usages of technology in emerging countries that have changed the lives of local population regarding education, health care or agriculture. Some of the examples given were: the opportunity to receive micro-credit via mobile phone, or obtain virtual tickets for health centres to avoid queuing. Participants identified great projects, however up-scaling them nationwide is often difficult, especially if there is no public-private partnership. The discussion finally ended with a demonstration of CurrentTV, symbol of the next TV generation, mixing professional and user-generated content, providing users with a nanosecond of fame. In conclusion, a cartoon was displayed nudging participants to imagine what a day in the future would be like for modern women living with new technologies.



Patrick Ferraris, Adeline Pairault

"TECHNOLOGICAL REVOLUTIONS USUALLY EMERGE AS A COMBINATION OF NEW TECHNOLOGIES, NEW USAGE AND NEW BUSINESS MODELS"

Patrick Ferraris

"WITH THE IPHONE, APPLE HAS BROUGHT TOGETHER INNOVATIONS IN USAGE, TECHNOLOGY AND BUSINESS-MODELS"

Patrick Ferraris



Patrick Ferraris

Imagine your modern active woman life: "This morning I am meeting with the Women's Forum team and see how I could contribute to the next forum. I wake up and check the traffic on my fridge and find the best option to reach my meeting. Subway will do. Once outside I enter the address of the WF in my phone, it gives me instantly the distance, my connection in the metro and the time to go there. Exiting the metro, I go to Starbucks, I am recognized by a biometric analysis camera, I receive a discount on my mobile for my favourite cappuccino, and even have a tip on a new coat for my daughter. I pay with my finger. I arrive at the Women's Forum, I discover my avatar in a virtual conference between Paris and Shanghai! Discussions went well: I will be a speaker at the next forum! I can't wait!"

#### L'ESSENTIEL

*PATRICK FERRARIS, DIRECTEUR ASSOCIÉ EN CHARGE DE TECHNOLOGY TRANSFORMATION CHEZ CAPGEMINI CONSULTING A INVITÉ LES PARTICIPANTES À RÉFLÉCHIR AUTOUR DES NOUVEAUX USAGES INTRODITS PAR LES TECHNOLOGIES DANS LES PAYS DÉVELOPPÉS ET LES PAYS ÉMERGENTS. FACEBOOK, TWITTER, YOUTUBE, SKYPE, BLOGS, POUR MENTIONNER QUELQUES EXEMPLES, FONT DÉJÀ PARTIE DE NOS USAGES QUOTIDIENS. COMMENT PEUT-ON LES ADAPTER ET EN TIRER BÉNÉFICE DANS LE MONDE PROFESSIONNEL ? QUEL POURRAIT ÊTRE LE BUSINESS MODEL ? QUI DOIT ÊTRE LE GESTIONNAIRE DE L'INFORMATION ? QUEL DEVRAIT ÊTRE LE NIVEAU DE CONFIDENTIALITÉ ? AUTANT DE QUESTIONS SOULEVÉES PAR LES PARTICIPANTS QUI ONT ÉTÉ TRAITÉES DANS LE CORNER.*

# INTERNET CENTRE & BRAINSTORMING CORNER

## DECIPHERING A CHANGING WORLD: WHAT CHANGES WILL TRIGGER TOMORROW'S BUSINESS TRANSFORMATIONS?

Friday 16 October 2009

CAPGEMINI CONSULTING PRESENTED THE RESULTS OF A SURVEY IT CONDUCTED RECENTLY, ASKING 300 EUROPEAN TOP MANAGERS THEIR VIEW ON THE CHANGING WORLD AND ITS IMPACT ON BUSINESS TRANSFORMATION. A BRAINSTORMING SESSION FOLLOWED IN ORDER TO COLLECT WOMEN'S VIEWS ON THE SAME TOPIC. THE RESULTS WERE: THE HUMAN ASPECT MUST BE PUT AT THE HEART OF CORPORATIONS AND NEW MANAGEMENT MODELS HAVE TO BE IMPLEMENTED.

### PRESENTATION OF THE SURVEY'S RESULTS USING A CARTOON AS THE SYNTHESIS

It is imperative for businesses to be on the move. The changing world drives transformation; it is simply a question of survival. A comparison with the results obtained for this same survey in 2006 - Capgemini Consulting/The Economist Intelligence Unit Survey of The Trends in Business Transformation - is enlightening.

- In particular it shows that managers have now reached a high level of maturity in the art of transformation: on average, companies surveyed launched one transformation project every six months and, for the majority, these projects have become vital to successful business management. However, fewer than half of those surveyed felt their company excelled in this area as the nature of business transformation projects continued to evolve.

#### SPEAKER:



**André-Benoit De Jaegere**  
VP Innovation Capgemini  
Consulting, France

#### COORDINATION:



**Stéphanie Flaisler**  
Capgemini Consulting



*The Internet Centre & Brainstorming Corner*

- It also highlights radical changes – even deeper than the effects of the current economic crisis – that companies expect to impact on their business in the coming years.
  - Sustainability was highlighted as having a significant impact on business development. However, despite the impact of new regulations, most executives consider green initiatives as an opportunity rather than a constraint, with developments in this area seen as being positive for growth in new markets.
  - Shift in global markets was also identified. The way that European managers view emerging market countries is changing with these new powers playing an increasingly active role in the global economy. Indeed, 40% of respondents now see these markets as driving forces of



André-Benoit de Jaegere

innovation as they move from low value-added economies to knowledge-based economies

- Other changes, ranked by order of impact on businesses: the rise in ethical concerns, the new distribution of power and value, the economics of the intangible, urban concentration, the emergence of a neo-modern citizen

Following the presentation, participants split into two groups for a brainstorming session, and each group presented its point of view with the following key findings:

**THE PRIORITY IS TO PUT THE HUMAN ASPECT BACK AT THE HEART OF THE CORPORATE WORLD.**

The drive within a company must come from the leader(s), must be accompanied by a collective and collaborative approach and must translate into simple and daily actions. Emphasis on the human aspect concerns everyone: new generations because they have very strong expectations about it; senior executives because one wonders when they will reach retirement instead of valuing them as Wise and Knowledgeable! This focus will bring both efficiencies and well-being into the workplace. Participants highlighted the increase of the Corporate Social Responsibility concern.

**MAKE CORPORATIONS CHANGE AGENTS IN OUR SOCIETY.**

We must invent a new management model that “will make the workplace have a purpose beyond making one’s living and will allow each individual to feel that going to work makes a difference in the world”:

- Address key shortfalls: simplify while sorting out complexity, encourage risk-taking and open the decision process/empower people

“CORPORATE SOCIAL RESPONSIBILITY IS BECOMING MORE AND MORE IMPORTANT”

A participant

“WE MUST INVENT A NEW MANAGEMENT MODEL THAT WILL MAKE THE WORKPLACE HAVE A PURPOSE BEYOND MAKING ONE’S LIVING AND WILL ALLOW EACH INDIVIDUAL TO FEEL THAT GOING TO WORK MAKES A DIFFERENCE IN THE WORLD”

A participant

- Develop collaboration inside and outside of the firm (“use global collaboration network to create new business model”, “promote outside open mind”, “acknowledge the rising power of consumer networks and communities”)
- Focus on Innovation (“Innovate or die: think fundamentally differently”) and on Sustainable Development (“Go green at economically sustainable level”, “address ethical concerns: environmental impacts, social justice”; etc ...)
- Mobilise key levers: human development for team performance, the firm value network and eco-system, the performance assessment and compensation systems, new technologies, and public-private partnerships/collaboration.



André-Benoit de Jaegere

**L'ESSENTIEL**

CAPGEMINI CONSULTING A PRÉSENTÉ LES RÉSULTATS DE SON ENQUÊTE MENÉE RÉCEMMENT AUPRÈS DE 300 DIRIGEANTS EUROPÉENS, LEUR DEMANDANT LEUR POINT DE VUE SUR LES GRANDES MUTATIONS DU MONDE ET L'IMPACT SUR LES TRANSFORMATIONS DE L'ENTREPRISE. A LA SUITE DE LA RESTITUTION, UNE SESSION DE BRAINSTORMING A ÉTÉ ORGANISÉE POUR COMPRENDRE LA VISION FÉMININE SUR CE MÊME SUJET. RÉSULTATS : L'ASPECT HUMAIN DOIT ÊTRE REMIS AU CŒUR DE L'ENTREPRISE ET DE NOUVEAUX MODES DE MANAGEMENT DOIVENT ÊTRE MIS EN PLACE.

# FROM NEW TECHNOLOGIES TO NEW SOCIETIES?

Saturday 17 October 2009

HOW DO TECHNOLOGIES SHAPE OUR WORLD? ROGER BINGHAM, FROM THE SCIENCE NETWORK, UK, EXAMINES HOW TECHNOLOGICAL FORCES ARE RE-SHAPING OUR WORLD. PANELLISTS HIGHLIGHTED INNOVATIVE WAYS OF USING TECHNOLOGY TO TACKLE POVERTY, ISOLATION, OR TO FURTHER DEMOCRACY. WE MARVEL WITH THEM AT THE SPEED WITH WHICH "IDEAS WORTH SPREADING" OR DONOR LOANS TRAVEL THE WORLD, CHANGING THE LIVES OF BOTH THE RECIPIENT AND THE DONOR. YET, TECHNOLOGIES HAVE SUCH A POWERFUL IMPACT ON HUMAN RELATIONS THAT THEY MAY CHANGE THE VERY NATURE OF OUR SOCIETIES, SUBSTITUTING VIRTUAL COOPERATION FOR PHYSICAL INTERACTION. WHAT IS THE RIGHT BALANCE BETWEEN TRANSPARENCY AND INTRUSIVENESS; BETWEEN USAGE THAT LIBERATES US AND USAGE THAT DECEIVES US? THE TIME HAS COME FOR A SOBERING REFLEXION ON THE LIMITATIONS AND SAFEGUARDS WE REQUIRE AS A SOCIETY AND AS INDIVIDUALS.

## TECHNOLOGY HELPS ALLEVIATE POVERTY

Let's celebrate! Jessica Jackley is doing just this, today, on the 5<sup>th</sup> anniversary of Kiva.org. She learned about micro-finance in Africa and was moved by the stories of success and empowerment she observed. Back home Jessica Jackley acted on the idea that peer-to-peer lending coupled with information flowing from donor to entrepreneur

"TECHNOLOGIES ARE IN THE HANDS OF PRIVATE ORGANISATIONS. WHAT WILL SOCIETY LOOK LIKE WHEN IT BEGINS TO UNDERSTAND THAT TECHNOLOGY IS PERVERSIVE? PUT SAFEGUARDS?"

Nita Farahany



Nita Farahany





*Bruno Giussani*

and back, was for both parties a new way of learning about each other's potential.

Delphine Ernotte, from telecommunications operator Orange, shared the potential for innovation she sees in Africa. In the Ivory Coast there are three times as many mobile phone owners as there are who hold a bank account. A project was launched in partnership with a French bank to enable payment and cash withdrawal through mobile phones. In Uganda, a local operator installs antennas in villages and then villagers sell minutes of communication to the local population. Elsewhere on the continent we see the emergence of solar handsets.

A South African participant asked how her micro-loan activity could develop despite the very low internet installation rate. She heard that mobile phones, rather than the more expensive computers, are increasingly providing access to internet content and could prove to be a solution.

**SPEAKERS:**



**Delphine Ernotte**  
Director of Sales and Services, Orange, France



**Nita Farahany**  
Associate Professor of Law and Associate Professor of Philosophy, Vanderbilt University, USA



**Patricia Churchland**  
Professor at the UCSD Philosophy Department and Associate, Computational Neuroscience Laboratory at the Salk Institute, Canada



**Jessica Jackley**  
Co-Founder Kiva.org, USA



**Bruno Giussani**  
European Director, TED, Switzerland

**MODERATOR:**



**Roger Bingham**  
Co-Founder and Director of the Science Network, UK

**TECHNOLOGY TURNS VIRTUAL LIFE INTO PHYSICAL COMMUNICATION**

Bruno Giussani from Switzerland recounts how TED (Technology, Entertainment and Design), a conference organiser, decided to put conferences online for free, and was amazed by the outcome. An academic who might have touched 100 students per year, now reaches an audience of three million!

He sees his organisation's mission as "building capabilities" and traces its success down to two factors. One, it gives each of us the opportunity to meet these "inspiring teachers". Second, the lecturers' passion triggers action at the other end, with people meeting and discussing the content. In response to requests from viewers to replicate these types of conferences, TED now provides free licences and guidelines for others to organise their own events. Since



*Delphine Ernotte*

conferences had been available in English only, it also reached out to the community with an open translation project, again providing the tools to allow other people to act for themselves. The outcome is overwhelming with conferences now available in Swahili, Urdu, Slovenian, etc... A member of the audience from Peru even asked for a local TED event in Lima!

**TECHNOLOGY ACTS AS A TOOL TO PROMOTE DEMOCRACY**

Another voice arose asking for a TED event. A lady from a neighbourhood of Paris that was shaken by the riots in 2005, described the benefits of setting up a blog for people in the community. Anonymity provides assurance to the citizens from this neighbourhood to express their opinions about local politics although these citizens are often reliant on housing or holiday benefits provided by local authorities,



Jessica Jackley

**“I’M DAZZLED BY WHAT YOU CAN DO WITH TECHNOLOGY. GIVE PEOPLE THE OPPORTUNITY, INFORMATION AND TOOLS AND LET THEIR INTELLIGENCE AND PASSION OPERATE, WITHOUT INTERFERENCE”**

Patricia Churchland



Patricia Churchland

and are therefore reluctant to speak out critically. Local authorities are also now active visitors to the blog. Mobile phone systems allow the monitoring of what is happening in front of a polling station in Africa or in the Palestinian territories, with information being texted out to a place where it can be consolidated in real time.

**... WE ARE DAZZLED BY TECHNOLOGY. BUT CAN WE CHECK ITS DARK SIDE?**

Nita Farahany, an American philosopher and lawyer with Iranian origins, is the cautionary voice regarding technology. E-mails exchanged in the workplace are no longer private and through mobile phones with GPS we can be tracked anywhere and anytime.



From left to right: R. Bingham, D.Emotte, N.Farahany, P.Churchland, J.Jackley, B.Giussani

She questions what society will look like if we do not start understanding that technology is pervasive, and thus put up safeguards.

During the recent turmoil, Nita Farahany was able to communicate with her family in Iran – through portals. She acknowledges the benefits of the internet, while warning that this empowerment for opposition forces was “just a way to combat the race from the other side”.

Patricia Churchland is a philosopher and a neuroscientist. She explains that children spending a lot of time with computers are very good at controlling their reactions, as shown by brain imagery, but the part of their brain allowing them to experience empathy is underdeveloped. As she puts it, “the little boy does not save the princess in the video game out of sympathy but because he wants to get to the next level”. On the contrary, when reading a book, he does empathise with the characters.

Jessica Jackley hopes that the storytelling in her Kiva micro-loan website is compelling enough to move a 6 year-old into experiencing sympathy for the entrepreneurs and empathy with the donors ... and maybe talk his parents into becoming part of such a story?

## L'ESSENTIEL

*COMMENT LES TECHNOLOGIES MODÈLENT-ELLES NOTRE MONDE ? LES INTERVENANTS DÉPEignent DES USAGES INNOVANTS POUR COMBATTRE LA PAUVRETÉ, L'ISOLEMENT OU POUR PROMOUVOIR LA DÉMOCRATIE. AVEC EUX, NOUS NOUS ÉMERVEILLONS DE LA VITESSE À LAQUELLE LES « IDÉES QUI MÉRITENT D'ÊTRE DIFFUSÉES » OU LES PRÊTS DE DONATEURS FONT LE TOUR DU MONDE. POURTANT, LES TECHNOLOGIES CHANGENT LA NATURE MÊME DE NOS SOCIÉTÉS, SUBSTITUANT PROGRESSIVEMENT DE LA COOPÉRATION VISUELLE À DE L'INTERACTION PHYSIQUE. COMMENT ÉQUILIBRER ALORS LES FORCES POUSSANT VERS PLUS DE TRANSPARENCE ET D'INTRUSION, LES USAGES QUI NOUS LIBÈRENT ET CEUX QUI NOUS EXPOSENT AU DANGER D'ÊTRE CONTRÔLÉS OU DE VOIR LES CERVEAUX DE NOS ENFANTS ATROPHIÉS ? L'HEURE EST VENUE D'UNE RÉFLEXION LUCIDE SUR LES LIMITES ET LES PROTECTIONS DONT NOUS AVONS BESOIN EN TANT QUE SOCIÉTÉ ET QU'INDIVIDUS.*

# RISING TALENTS

In partnership with

**Egon Zehnder International - Eurazeo - ForbesWoman - Solera Capital LLC**

**T**he Rising Talents programme aims to **distinguish highly talented young women who will become influential figures in our economies and societies in the future**. Aged 40 years old or less, the 2009 Rising Talents have shown **remarkable skills** and courage in their professional and personal lives, and have the potential to **achieve great things**. They are **active in various fields**: business, science, politics, art... They come **from all 5 continents**. Through this initiative, the Women's Forum commits to **promoting women leaders and bringing the vision of rising generations to the Forum**.

## The 2009 Women's Forum Rising Talents

- **Najla AL AWADHI**, Deputy CEO, Dubai Media Incorporated, UAE
- **Paulina BOZEK**, Development Director, Atari, UK
- **Cécile CABANIS**, Vice President Finance Dairy Division, Danone, France
- **Constanza CERUTI**, Doctor, Institute of High Mountain Research (Catholic University of Salta), Argentina
- **Dawn DANBY**, Sustainable Design Programme Manager, Autodesk, Canada
- **Natalia GANDURINA**, Managing Director, NR Group, Russia
- **Nadja LANG**, Deputy CEO / Head of Marketing and Key Account Management, Max Havelaar Foundation Switzerland (Member of Fairtrade Labelling International), Switzerland
- **Phuti MALABIE**, Managing Director, Shanduka Group (Pty) Ltd, South Africa
- **Dorcas MUTHONI**, CEO, Openworld Ltd, Kenya
- **Alyse NELSON**, President, CEO and Co-Founder, Vital Voices Global Partnership, USA
- **Nuria OLIVER**, Scientific Director, Telefonica R&D, Spain

- **Zoya PHAN**, Author and International Coordinator, Burma Campaign UK, Burma
- **Leah PISAR**, Member of the Executive Committee, National Security Network, USA
- **Rica RWIGAMBA**, Director General, New Dawn Associates, Rwanda
- **Elif SHAFAK**, Writer, Turkey
- **Margaret VERSTEDEN**, General Manager North Central Europe, Nike, Netherlands
- **Sháá WASMUND**, Founder & CEO, Smarta.com, UK



*The 2009 Rising Talents with Aude Zieseniss de Thuin and Evelyne Sevin*



*Private breakfast in Deauville for the 2009 Rising Talents*

Eurazeo and Egon Zehnder International are **proud to support the 2009 Rising Talents programme**. Both companies strongly believe that the identification and nurturing of talent in women is vitally important for the future of global business and society.

Eurazeo and Egon Zehnder International **are thrilled about developing the potential and flair** they have identified in the 2009 Rising Talents. Both companies sincerely hope that these young and highly promising women will benefit both personally and professionally from the year that lies ahead.

**Eurazeo and Egon Zehnder International are deeply committed to advancing female talent in their organization, but also in the wider community.**

#### **Virginie Morgon**

Member of the Executive Board of Eurazeo  
Part of the founding team and board member of the Women's Forum

#### **Evelyne Sevin**

Partner, Egon Zehnder International  
Part of the founding team and board member of the Women's Forum

**Solera Capital is honored to partner with the Women's Forum in the 2009 Rising Talents programme.** The new generation of inspired, committed young leaders represented in the Rising Talents programme will, we have every confidence, bring fresh ideas and energy to all parts of society.

At Solera, we welcome the next era as one of **responsibility**, where success will be measured not only by specific accomplishment, but by the means through which goals are achieved. Solera's mission includes **recognizing promising young leaders and fostering their growth, with an emphasis on business excellence and values-driven leadership.** We are all beneficiaries of mentors who were committed to engaging a diverse team of talent and taking risks on those not traditionally represented in leadership positions. We at Solera seek to carry forward that practice by inspiring and developing the next generation of mindful and diverse business leaders to **create and build companies of which we can all be proud.**

#### **Molly Ashby**

Chief Executive Officer, Solera Capital LLC, USA



*From left to right: P.Bozek, N.Oliver, Z.Phan, D.Danby*

# CHANGING LIFE AS WE KNOW IT: THE CONSEQUENCES OF PROLONGING LIFE; THE ENHANCED HUMAN BRAIN / COMPUTER INTERFACE

Saturday 17 October 2009

IF SO FAR YOU THOUGHT IT WAS ONLY SCIENCE-FICTION, YOU BETTER QUICKLY START UNDERSTANDING WHAT WILL HAPPEN TO YOU, YOUR CHILDREN AND YOUR WORLD. CYNTHIA BREAZAL EXPLORES INTERACTIONS BETWEEN ROBOTS AND HUMANS. IMAGINE TOMORROW, SENDING YOUR ROBOT TO A MEETING WHILE YOU STAY AT HOME WITH YOUR KIDS? AUBREY DE GREY IS LOOKING INTO WAYS OF PROLONGING YOUR LIFE. RATHER THAN TRYING TO DIRECTLY EXTEND YOUR LIFE, HE IS INTERESTED IN IMPROVING YOUR HEALTH TO ENABLE YOU TO LIVE LONGER. JUAN ENRIQUEZ IS WORKING ON TRANSLATING THE HUMAN GENOME INTO BINARY CODE. IS HUMAN SOFTWARE AN OPTION? MARIA FREIRE EXPLAINS WHY SHE BELIEVES SCIENTIFIC PROJECTS WILL CHANGE OUR LIVES AND WHY WE SHOULD BE SUPPORTIVE OF SUCH INITIATIVES. NITA FARAHANY AND PATRICIA CHURCHLAND WONDER HOW THIS IS IMPACTING OUR SOCIAL MODELS AND OUR RELATION TO LIFE... AND SO DOES THE AUDIENCE.

Roger Bingham noticed how, throughout the three days of the Forum and having just listened to Irina Bokova, one was reminded of the importance of science. There is general agreement that science should also occupy the place and receive the support that it deserves in our society. However Roger Bingham observed that, while science may make headlines, the media oversimplify the subject and do not do it justice.

“WE NEED TO UNDERSTAND OURSELVES AND HOW WE INTERACT TO KNOW HOW TO MAKE HUMANS INTERACT WITH ROBOTS”

Cynthia Breazal



Cynthia Breazal



Roger Bingham

#### A GLANCE AT SOME MAJOR SCIENTIFIC DISRUPTIONS TO COME...

Cynthia Breazal would like to improve ways in which robots and humans interact and relate to each other. She tries to fit her robots with eyes, eye brows or teach them different body language movements to mimic human behaviour and communication models. She believes that such a connection between machines and humans could deeply affect the way we live tomorrow. What about doing your job in India, while at the same time your robot works in Japan?

Aubrey de Grey noted that in the media, ageing is misrepresented as a disease caused by your body deteriorating. He explained that rather than trying to directly extend your life, he is interested in improving your health to enable you to live longer.

For Juan Enriquez everything could be translated into binary code: biotechnology, textiles, the economy etc... He

#### SPEAKERS:



**Cynthia Breazal**  
Associate Professor of Media Arts and Sciences, MIT, Founder and Director, Personal Robots Group, USA



**Aubrey de Grey**  
Chairman and Chief Science Officer, Methuselah Foundation, and Editor in Chief, Rejuvenation Research, UK



**Nita Farahany**  
Associate Professor of Law & Philosophy, Vanderbilt University, USA



**Patricia Churchland**  
Professor at the UCSD Philosophy Department, Adjunct Professor, Salk Institute for Biological Studies, and Associate, Computational Neuroscience Laboratory (Sejnowski Lab) and the Salk Institute, Canada



**Juan Enriquez**  
Managing Director, Excel Medical Ventures, USA



**Maria Freire**  
President, Albert and Mary Lasker Foundation, former CEO and President, Global Alliance for TB Drug Development, Peru/USA

#### MODERATOR:



**Roger Bingham**  
Co-Founder and Director of The Science Network, UK

extends this idea to the genetic code: what if we were able to translate the human genome? This would be as disruptive as the industrial and digital revolutions.

From scientific research to real-life applications, Maria Freire is looking at scientific projects that should be supported. She promotes new research disciplines and talent making as they hold media attention. Her foundation rewards three types of projects: scientific research, clinical research and public service projects aimed at establishing a continuum between research and actual applications. Examples of projects include: cell reprogramming, researching a cure for cancer, and even using science to define policies at the New York City municipality level.

All panellists agreed that scientific projects and technological progress do not receive enough media attention which



Maria Freire



Juan Enriquez

too often oversimplify the subject or play with stereotypes. They all called for increased scientific education and improved communication for the general public. This will prepare people to understand the changes to come, their implications and associated issues.

#### HOW DO THESE FUNDAMENTAL DISRUPTIONS COEXIST WITH ETHICS?

Anita Farahany does not feel so optimistic about all these opportunities. She wonders what would happen if, by using electrodes and technology, we managed to influence people's minds. This would connect humans to computers and make it possible to take remote control of robots and machines. Applied to the military, it could enable states to send to the battlefield troops with limited inhibition or robots in order to control the human factor. Reflection on consequences should run in parallel to scientific progress. What will we do with all these inventions and solutions?

Patricia Churchland shares her pessimistic views. She mentions the current demographic pressure and related tension. Would the demographic pressures be increased further? How would we cope with the end of life? It is already difficult to die a dignified death, and not all of us have the choice of ending our own life at the time we choose. Aubrey de Grey reminds everyone that extending life is not just about extending life expectancy, but also about living a better life, in which case the end of life would be viewed from a different perspective.



Roger Bingham, Lamia Moubayed Bissat

168\_WOMEN'S FORUM\_2009 WHITEBOOK

“WE ARE TAKING THE RESPONSIBILITY OF FRAMING THE FUTURE FOR THE HUMAN BEING, WITHOUT KNOWING THE REAL IMPACT OF WHAT WE ARE DOING”

A participant



Patricia Churchland

Most questions and comments from the audience deal with demographic issues. What kind of future are we preparing for our children? If some panellists suggest we should leave it to them to sort out usages for new technologies, members of the audience observed that choices that might affect them in the future are being made today without always considering the consequences. Some participants wonder about what life would be like with a life expectancy of 130 years? What would our society look like? How would the earth's eco-system cope with the resulting demographic pressure?

Cynthia Breazal stresses that science is a discipline with limited female representation. She says that being more represented in this field or educating our children on these issues would make a difference. Anita Farahany adds that we should consider scientific progress to be incremental, allowing time for reflection. Patricia Churchland also remarks that at times of major breakthrough no one usually





From left to right: C.Breazal, A.de Grey, N.Farahany, P.Churchland, J.Enriquez, M.Freire

understands its consequences. Juan Enriquez concedes that we will have to exercise some caution. For instance we split genes and cells, but we also know that cancers are due to mutations, so what is the right balance? Aubrey de Grey notes that scientific progress could also be applied to support world peace and, in the immediate future, tackle climate change issues.

Finally no clear and definitive answers were found to all these questions and concerns. One question treated one



Aubrey de Grey



Nita Farahany

**“WE PERCEIVE AGE AS DISEASE. THE AGE IS NOT THE DISEASE, THE SHAPE OF OUR BODY IS”**

Aubrey de Grey

side of the problem; answers covered one part of an issue. Despite some frustrations and interrogations, the topic kept everyone alert.

### L'ESSENTIEL

*SI VOUS PENSIEZ ENCORE QUE TOUT CELA N'ÉTAIT QUE SCIENCE FICTION, IL EST TEMPS QUE VOUS VOUS PENCHIEZ SUR LA QUESTION. CYNTHIA BREAZAL TRAVAILLE SUR LES INTERACTIONS HOMME/MACHINE. QUE DIRIEZ-VOUS D'ENVOYER VOTRE ROBOT EN RÉUNION, PENDANT QUE VOUS RESTERIEZ JOUER AVEC VOS ENFANTS ? AUBREY DE GREY, LUI, ESSAYE DE PROLONGER VOTRE VIE. IL NE CHERCHE PAS TANT À L'ÉTENDRE QU'À L'AMÉLIORER POUR QUE VOUS VIVEZ PLUS LONGTEMPS. JUAN ENRIQUEZ S'ATTACHE À TRADUIRE LE GÉNOME HUMAIN EN LANGAGE 1/0. EST-CE QUE LE SOFTWARE HUMAIN EST UNE OPTION ? MARIA FREIRE EXPLIQUE SON ENGAGEMENT À SOUTENIR CES PROJETS SCIENTIFIQUES QUI CHANGERONT NOS VIES. NITA FARAHANY ET PATRICIA CHURCHLAND SE DEMANDENT, ELLES, COMMENT TOUS CES CHANGEMENTS IMPACTENT NOS MODÈLES SOCIAUX ET NOTRE RELATION À LA VIE... TOUT COMME LA SALLE D'AILLEURS.*

PART 5



Zoya Phan

## Part 5

# LIFE AND THE ARTS

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“I HAVE HOPE THAT IN MY COUNTRY WOMEN CAN BE RESPECTED, CHILDREN CAN GO TO SCHOOL AND MEN CAN FARM. EVERYONE IS DIFFERENT BUT IS EQUAL”, SAID ZOYA PHAN DURING THE LUNCH “FINDING THE COURAGE”. ART REFLECTS THE TRENDS AND VALUES OF THE TIME. THEY CAN ALSO BE A STRONG WAY TO EXPRESS OPINIONS OR RESIST HARD TIMES... ROKIA TRAORE’S PERFORMANCE ILLUSTRATED THE VARIOUS MEANINGS OF DIVERSITY AND CULTURAL HERITAGE WHERE AS ARIELLE DOMBASLE GAVE A PERSONAL INTERPRETATION OF WHAT BEING A WOMAN MEANS.

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# ANOUSHEH ANSARI, THE FIRST MUSLIM WOMAN ASTRONAUT

Hosted by Dassault Aviation

Friday 16 October 2009

ANOUSHEH ANSARI FIRST STARTED DREAMING ABOUT SPACE AS A CHILD IN IRAN. HER DREAM CAME TRUE IN 2006 WHEN SHE TURNED OUT TO BE THE FIRST SPACE TOURIST WOMAN, REACHING THE INTERNATIONAL SPACE STATION ABOARD A SOYUZ CAPSULE.

SPACE IS OUR FUTURE: IT HELPED DISCOVER NEW MEDICINES AND MATERIALS, DEVELOP NEW TECHNOLOGIES, MONITOR OCEANS, ETC... THE INTERNATIONAL SPACE STATION ADVENTURE ALSO PROVED THAT 16 COUNTRIES COULD HAVE A SUCCESSFUL WORKING COLLABORATION. ANOUSHEH ANSARI'S EXPERIENCE INSPIRES GIRLS TO BELIEVE IN THEIR OWN DREAMS.

## DASSAULT AVIATION AND ANOUSHEH ANSARI

Jacqueline Meyson from Dassault Aviation welcomed Anousheh Ansari. Dassault Aviation is a technology company which designs civil and military aircraft. First involved in the Hermès programme, Dassault Aviation has since been undertaking space activities linked to pyro-technologies, telemetry, and aerospace vehicles.

Anousheh Ansari was born in Tehran, Iran. As a child, she enjoyed gazing up at the night skies with stars over the mountain. When she was 16, she moved with her parents to the US where her passion for space kept on growing.

## WELCOME AND INTRODUCTION



Jacqueline Meyson  
Advisor to the President  
and CEO, Dassault  
Aviation, France

## SPEAKER:



Anousheh Ansari  
Co-Founder and  
Chairman, Prodea  
Systems, Inc., Iran/USA

“SPACE IS OUR  
FUTURE”

Anousheh Ansari

## WHY IS SPACE SO IMPORTANT?

Going into space has made it possible to bring television to our homes, conduct search and rescue actions, monitor global warming, study the oceans, discover new medicines, new treatments and materials etc...

Tomorrow, we will use space planes and off-planet computing. Anousheh Ansari considers that space is OUR future. She would like to see more people involved and talking about space.



Anousheh Ansari

For Anousheh Ansari, access to space remains very expensive because it is an agency monopoly. She views space tourism as a first step towards space privatisation, as this is the easiest short-term business model.

#### ANOUSHEH ANSARI'S EXPERIENCE IN SPACE

In 2006, aboard a Soyuz capsule, she was launched from Baikonur and docked to the International Space Station after two days. The Space Station orbits above Earth at the speed of five miles per second. It then took her four hours to return and land on the ground with a parachute.

Even though she does not view herself as an adventurous person, she never felt scared. She felt happy and privileged. She had to go through rigorous training: she learned about the Soyuz systems, trained physically (centrifuge, spinning chair which is designed to make you sick) and learned space Russian.

The International Space Station proved that 16 countries can work successfully together in space. She hopes that we can do a better job showing that we can also work this way on earth.

#### WHAT DOES IT TAKE?

For Anousheh Ansari, there are three key factors to succeed with such a challenging project:

The first is to believe in yourself, in your dreams and take small steps without being disappointed. A journey of 1,000

#### L'ESSENTIEL

*ENFANT, EN IRAN, ANOUSHEH ANSARI RÊVAIT DÉJÀ DE L'ESPACE. SON RÊVE EST DEVENU RÉALITÉ EN 2006 QUAND ELLE DEVINT LA PREMIÈRE FEMME TOURISTE DE L'ESPACE.*

*POUR ELLE, L'ESPACE EST BIEN PLUS QUE DU TOURISME : L'ESPACE AIDE À DÉCOUVRIR DE NOUVEAUX MÉDICAMENTS ET MATÉRIAUX, À DÉVELOPPER DE NOUVELLES TECHNOLOGIES, À ANALYSER NOTRE ENVIRONNEMENT. LA STATION SPATIALE INTERNATIONALE A ÉGALEMENT DÉMONTRÉ QUE 16 PAYS POUVAIENT TRAVAILLER ENSEMBLE. POUR ELLE, L'ESPACE EST NOTRE FUTUR : ELLE SOUHAITE QUE DAVANTAGE DE PERSONNES S'Y IMPLIQUENT ET EN PARLENT.*

*SON EXPÉRIENCE INSPIRE À PRÉSENT NOMBRE DE JEUNES FILLES, NOTAMMENT EN IRAN, LES AIDANT À CROIRE EN LEURS PROPRES RÊVES.*

“BELIEVE IN YOURSELF, IN YOUR DREAMS AND TAKE SMALL STEPS WITHOUT BEING DISAPPOINTED. A JOURNEY OF 1,000 MILES STARTS WITH A FIRST STEP”

Anousheh Ansari

“SPACE HUMBLER YOU AND EMPOWERS YOU”

Anousheh Ansari



Jacqueline Meyson



Anousheh Ansari

miles starts with a first step. After her flight, she received many hits on her blog, from young women in Iran delighted to see such an achievement and inspired to go after their own dreams.

The second is to have the right support group, whether it is your family or society at large.

The last one is to talk about your project around you so that people are aware of it and can give you advice.

#### WHAT IS NEXT FOR ANOUSHEH ANSARI?

She now lives in Dallas, Texas (US). Three years ago, with her husband, she started a biotech company developing a product which will deliver internet-based services on any screen (e.g., mobile, TV, etc.). The first launch will take place next year in the Middle East.

She would like to live in space because of the sense of freedom it provides. For Anousheh Ansari, her space adventure was both humbling and empowering.



*Jean-Paul Agon,  
Chief Executive Officer,  
L'Oréal*

© Stéphane de Bourgies

# CEO INTERVIEW L'ORÉAL

Jean-Paul Agon, Chief Executive Officer, L'Oréal



**Why has your company decided to partner the Women's Forum?**

L'Oréal and the Women's Forum share the same view of the fundamental role of women in society and their contribution to the corporate world. At L'Oréal, we have always been convinced that diversity and mixing the sexes in the workplace are essential to creativity and innovation. In our research laboratories moreover, the teams that register the most patents also happen to be those that have male/female parity.

**If you had to choose one initiative, one decisive change to encourage the advancement of women in the corporate field, what would it be?**

We are a company that has no problem recruiting women: in 2008, 64% of the executives recruited by L'Oréal worldwide were women. Nonetheless, after recruitment, it is vital to ensure that there is real equality in terms of career development, supported by concrete measures. In 2008 we signed a "charter" with all the trade union organisations, defining the principles of equal opportunities for men and women within the company.

At L'Oréal, 15% of the Board of Directors are women, higher than the average among the top 40 French companies.

**In your opinion, who has been the most remarkable woman on the world stage in the past decade and why?**

There are remarkable women in all walks of life. In the business world, I could mention Anita Roddick, founder of The Body Shop, for example. A woman of inspiration, a generous and courageous person, and a visionary in terms of sustainable development and fair-trade cosmetics.

I'm also thinking about those talented women scientists who everyday help make decisive discoveries that contribute to the progress of humanity – and who lack the recognition they deserve!

Twelve years ago, with UNESCO, we created the "For Women In Science" programme to highlight top female research scientists and encourage them in their scientific careers. To date we have given awards to 57 exceptional women researchers. Two of them, Elizabeth Blackburn and Ada Yonath, have just received the Nobel Prize – which makes us very proud.

**The 2009 programme of the Women's Forum – with the theme "Think again, think ahead" – invites us to propose and implement new ideas and business models. What is your vision of tomorrow's world?**

I view the current global crisis as an opportunity to take a fresh look at the mainstays that help make a modern company successful. It requires businesses to be bolder, more creative and open-minded.

I am convinced that the companies that survive this crisis will emerge stronger than before.

But beyond the considerations relating to our market, it's obvious that all businesses will in the future have to reconcile economic performance and social responsibility. Economic growth cannot be sustainable without a commitment to solidarity and the environment.

Now, more than ever, we are driven by a three-fold objective: ensuring the group's financial success; mobilising all our human resources by making the most of their diversity; and making L'Oréal a socially-responsible company respected all over the world.

To lend strength, coherence and permanence to our social commitment, two years ago L'Oréal set up a Corporate Foundation which supports actions in education, solidarity and science. The Foundation's recent project was the most ambitious examination of the world of beauty ever attempted. 300 authors of 35 different nationalities wrote about its historical, social and cultural implications in a book entitled *100,000 Years of Beauty*, published by Gallimard, Paris, which demonstrates that the quest for beauty is an essential subject in the history of humanity.



2009 WHITEBOOK\_WOMEN'S FORUM\_175

## WRITER'S CORNER: THE ORIGINS OF BEAUTY

Thursday 15 October

IRÈNE FRAIN TOOK THE AUDIENCE ON A JOURNEY THROUGH ART, CULTURE, AND HISTORICAL SOCIOLOGY WITH *100,000 YEARS OF BEAUTY* PUBLISHED WITH THE L'ORÉAL FOUNDATION. THIS EDITORIAL BOOK OFFERS A THOUGHTFUL DISCOVERY OF BEAUTY THROUGH THE AGES. THE FIRST VOLUME FOCUSES ON PREHISTORY, EXPLORING HOW HUMAN BEINGS BEGAN TO TRANSFORM THEIR BODIES.

### BEAUTY IN THE PREHISTORIC AGE

Directed by Elisabeth Azoulay, this “beautiful” editorial project took four years of research with 300 experts from over 35 countries.

The body has always been the first medium for human beings. Even in the Prehistoric age, scientific analysis hints that ornamenting the body was a way to express one’s identity and to distinguish groups, genders and roles.

Although the notion of beauty did not exist at that time, these visual signs give clues on how prehistoric humans approached beauty. Elisabeth Azoulay explains that “no society has given absolutely no sign of interest in the human body or in a certain ideal which we can call “beauty.””

### RECREATING PREHISTORIC FACES

Elisabeth Daynes is a sculptor dedicated to reconstructing the image of prehistoric men, by working on scientific data analysing the cranium. Her challenge is to give humanity to these ancestors who have disappeared. She personalises these remodelled faces, and brings life to them, creating striking illusion of presence. “Fragments of beauty and a bright smile on a face cannot fossilise”. Elisabeth Daynes questions why the notion of beauty never arises in discussions with scientists.

### A VIVID USE OF “BEAUTY” SIGNS

Two prehistorians described their difficult but passionate exploration of beauty usages. Little evidence remains, nevertheless beauty could be expressed through the use of pearls or fur garments, coloured marks on skin or hair, or first signs of art. Bruno Maureille argued that human beings are primates with “something special”: they develop a culture. Thus, there must be reasons for the presence of materials or ochre pigments in some burial areas, although the reasons for this are still an enigma.

Yvette Taborin confirmed that in those ancient times, there was a long and crucial period with an explosion of beauty signs.

### SPEAKERS:



**Elisabeth Azoulay**  
Ethnologist, General  
Editor of *100,000 Years of  
Beauty*, France



**Elisabeth Daynès**  
Sculptor, France



**Bruno Maureille**  
Prehistorian,  
Anthropologist. CNRS/  
Bordeaux University,  
France



**Yvette Taborin**  
Prehistorian, University  
of Paris I, Panthéon-  
Sorbonne, France

### MODERATOR:



**Irène Frain**  
Author of *Au Royaume des  
Femmes*, France

### L'ESSENTIEL

IRÈNE FRAIN A INVITÉ LE PUBLIC À PRENDRE PART À UN MERVEILLEUX VOYAGE À TRAVERS L'ART, LA CULTURE, LA SOCIOLOGIE ET L'HISTOIRE, EN LISANT L'OUVRAGE « 100 000 ANS DE BEAUTÉ », PUBLIÉ AVEC LE SOUTIEN DE LA FONDATION L'ORÉAL. CE LIVRE « ÉVÈNEMENT » EST SANS CONTESTE UNE ŒUVRE DE RÉFÉRENCE SUR CE THÈME EN OFFRANT UN CONTENU INTELLECTUELLEMENT TRÈS STIMULANT ET UNE ICONOGRAPHIE RICHE ET DE GRANDE QUALITÉ. TRÈS BEL OBJET EN LUI-MÊME, IL PROPOSE UN PARCOURS-DÉCOUVERTE DE LA BEAUTÉ À TRAVERS LES ÂGES ET LES CIVILISATIONS.

SON PREMIER VOLUME ABORDE LA PRÉHISTOIRE EN MONTRANT COMMENT L'HOMME A TRAVAILLÉ SON CORPS, PAR L'USAGE DE DIFFÉRENTS ORNEMENTS ET PARURES, SIGNE DÉJÀ DU SOUCI D'UN CERTAIN « IDÉAL ».

The prehistoric body, engraved or ornamented, was really vivid then, far from the usual industrialised and tool-focused vision we have of this age. The body is a testimonial of thinking in action. The persistence of these signs gives them value. Although there was no common canon of beauty as such, some of the signs undisputedly expressed an artistic vision and sense of beauty.



From left to right : E.Daynès, B.Maureille, I.Frain, Y.Taborin, E.Azoulay



# WRITER'S CORNER: BEAUTY, LOVE AND CREATION

Friday 16 October 2009

THREE SPEAKERS ADDRESS THE QUESTION OF CREATION, BEAUTY, DESIRE AND CREATIVE ENERGY, FROM DIFFERENT PERSPECTIVES. FIRST, GENDER IS NOT AN ISSUE BECAUSE CREATION IS ABOUT REACHING OUT FOR YOUR SINGULARITY. SECOND, THE ART OF GALLANTRY WHICH APPEARED IN THE 17TH CENTURY IN FRANCE, KINDLED THE APPEARANCE OF PROMINENT WOMEN WRITERS, RECOGNISED AS CREATORS. THIRD, CLOTHING CAN BE USED AS A FORM OF DAILY CREATION, AS A WAY OF PUTTING ONESELF ON STAGE.



## ARE WOMEN ARTISTS CONSTRAINED IN THEIR CREATION BY THE TRADITIONAL REPRESENTATION OF BEAUTY?

As a painter, Monique Friedman works with a language elaborated over centuries by men representing a woman's body as central to beauty, and linked to desire and sexuality. Yet she feels that these representations do not threaten her ability to express herself as a painter.

She relies on the universal language of painting, and then uses her singularity, reaching out for the essence of her being, which can be asserted through colour. Painting is a way of perceiving the world and in her perception colour takes up the whole space, echoing pleasure and vitality.

## FRENCH GALLANTRY: BE BEAUTIFUL AND SPEAK UP

Claude Habib, historian and author of a book on gallantry, believes that the 17th century represents a turning point for the relationship between men and women in aristocratic circles. Playing the game of gallantry and paying tribute to women's beauty make things more pleasant between genders, and it raises women's self esteem. Women such as Madame de Sévigné start exerting more power and become creators because of their beauty, and because of their spirit and soul.

## CLOTHING AS ONE'S STAGE

Essayist Christine Orban sees beauty first and foremost as internal. There is no beauty if you are not charmed.

### SPEAKERS:



**Monique Friedman**  
Painter, France



**Claude Habib**  
Specialist in 18th century literature and Professor, University of Paris III, France



**Christine Orban**  
Novelist and Essayist, Author of *Fringues* ("Clothing"), France

### MODERATOR:



**Monique Canto-Sperber**  
Director, Ecole Normale Supérieure, France

What is interesting in a woman's beauty is her personality; the part of re-creation that occurs when she uses clothing to make herself unique; she is putting herself on stage. A new item of clothing is an addition to personality, conveying a new identity, and enhanced energy. Everybody can access this beauty. Clothing reflects the need to seduce because clothing unveils some of one's fragility; it has also a very moving aspect.

Does creation represent a choice or a necessity? For Monique Canto-Sperber, "as soon as you start creating, you are drawn by a power above you, stronger than you, universal", highlighting the fact that art is a commitment and a way to channel energy, power and desire.

### L'ESSENTIEL

LA MODÉRATRICE MONIQUE CANTO-SPERBER INTERROGE TROIS CRÉATRICES POUR COMPRENDRE CE QUI RELIE LA CRÉATION À LA BEAUTÉ, LA BEAUTÉ AU DÉSIR ET À L'AMOUR, ET L'ÉNERGIE QUI SOUS-TEND LE DÉSIR À LA CRÉATION. LA PREMIÈRE NE SE SENT PAS CONTRAINTE PAR L'HÉRITAGE DE SIÈCLES DE PEINTURE MASCULINE, CAR PEINDRE RELÈVE POUR ELLE DE LA RECHERCHE DE SA PROPRE SINGULARITÉ. LA SECONDE DÉTAILLE L'IMPORTANCE DE L'APPARITION DE LA GALANTERIE EN FRANCE AU 17ÈME SIÈCLE DANS L'ÉMERGENCE DE FEMMES ARTISTES RECONNUES POUR LEUR TALENT D'ÉCRIVAIN. LA TROISIÈME ÉCLAIRE L'EXPÉRIENCE FAMILIÈRE POUR UNE FEMME CONSISTANT À BALAYER DU REGARD UNE PENDERIE REMPLIE DE VÊTEMENTS POUR CONCLURE QU'ELLE N'A RIEN À SE METTRE : CHOISIR SES VÊTEMENTS RELÈVE DE LA MISE EN SCÈNE ET DE LA RE-CRÉATION DE SOI, ET CE SENTIMENT DE DÉSESPOIR FUGACE EST SUSCITÉ PAR L'ACTE DE CRÉATION DE BEAUTÉ.



From left to right: M.Friedman, C.Habib, C.Orban, M.Canto-Sperber

# BEAUTY BETWEEN NORMS AND FREEDOM

Friday 16 October 2009

THE FOURTH VOLUME OF *100,000 YEARS OF BEAUTY* EXPLORES BEAUTY THROUGHOUT THE 20TH CENTURY. FOR THE EDITORS, THIS MODERN PERIOD STARTED IN 1850, A YEAR THAT MARKS A MILESTONE: TECHNOLOGICAL BREAKTHROUGHS SIGNIFICANTLY IMPACTED THE PERCEPTION AND BOUNDARIES OF BEAUTY. ADDITIONALLY INTERNATIONAL POLITICS ENHANCED DIVERSITY AND CULTURAL EXCHANGES, EXPANDING THE NOTION OF BEAUTY.

## 20<sup>TH</sup> CENTURY: CHANGES IN PERCEPTION

In Marc Nouschi's view, this era was characterised by:

- A drastic growth of narcissism: "Beauty has no quality in things themselves: it exists merely in the mind which contemplates" (D. Hume). Meanwhile, the gaze of others became merciless.
- A mass access that led to conformism and mimicry.
- A progressive unveiling of the entire body, with the body at the centre of the stage.

## BEAUTY'S TYRANNY IS NOT A MYTH

David Le Breton agreed that the 20<sup>th</sup> century gave birth to "the tyranny of appearance". Media, communications and fashion tend to increase comparisons between individuals. The feeling of existing depends on how one is seen in eyes of others. Hence, beauty becomes violent, causing suffering as individuals become obsessed over being different. With mass access comes tyranny: individuals are increasingly self-critical of their appearance. Beauty becomes a commanding working process, a mental and physical construction. The body is an accessory,

## SPEAKERS:



**Elisabeth Azoulay**  
Ethnologist, General  
Editor of *100,000 Years of  
Beauty*, France



**Dalibor Frioux**  
Philosopher, Ministry of  
Education, France



**David Le Breton**  
Professor of Sociology,  
Author of *Anthropologie  
du corps et modernité*,  
Strasbourg University,  
France



**Marc Nouschi**  
Historian, Ministry of  
Culture, France

## MODERATOR:



**Irène Frain**  
Author of *Au Royaume des  
Femmes*, France

## L'ESSENTIEL

*POUR SUIVANT L'EXPLORATION DE LA BEAUTÉ À TRAVERS LES ÂGES, TELLE QUE PROPOSÉE PAR L'OUVRAGE « 100 000 ANS DE BEAUTÉ », IRÈNE FRAIN A EMMENÉ LE PUBLIC À LA DÉCOUVERTE DU XXÈME SIÈCLE, DÉVELOPPÉ DANS LE QUATRIÈME VOLUME DE LA SÉRIE. L'ÉQUIPE ÉDITORIALE FAIT DÉBUTER CETTE PÉRIODE QUI INCARNE LA MODERNITÉ DÈS LA MOITIÉ DU SIÈCLE PRÉCÉDENT. 1850 EST EN EFFET UNE DATE CHARNIÈRE, UN VÉRITABLE TOURNANT, AU VU DES INNOMBRABLES INVENTIONS TECHNIQUES QUI VONT TRANSFORMER LE QUOTIDIEN DANS DE MULTIPLES DOMAINES : MÉDECINE, ÉLECTRICITÉ, PHOTOGRAPHIE, ... ET NATURELLEMENT L'INDUSTRIALISATION DU MIROIR ! AUTANT DE PROGRÈS TECHNIQUES QUI VONT AVOIR UN IMPACT DÉCISIF SUR LA PERCEPTION ET L'EXERCICE DE LA BEAUTÉ. LA POLITIQUE INTERNATIONALE – AVEC LE MOUVEMENT DE DÉCOLONISATION NOTAMMENT – N'A PAS ÉTÉ SANS JOUER UN RÔLE EN DÉVELOPPANT LE MÉTISSAGE ET LA DIVERSITÉ INTERCULTURELLE, INTÉGRANT PAR LÀ-MÊME, AU CHAMP DE LA BEAUTÉ, LES NOTIONS DE RECONNAISSANCE DE L'ALTÉRITÉ ET D'AFFIRMATION DE SOI.*

a material that can be constantly reshaped. Beauty also contributes to feeling protected and powerful.

## THE DARK SIDE OF BEAUTY

Dalibor Frioux commented on the surrealists exploring "lovely ugliness": beauty can support integration, but also exclusion if it leads to decreasing self-esteem. One is neither good-looking nor ugly; beauty stems from self-confidence.

Elizabeth Azoulay stressed there is no universal criteria for beauty: "beauty is a window open on a way of thinking". Throughout the ages, beauty has been sought-after for the benefits it offered. Findings from studies in the US show that beauty provides an advantage in many aspects of social life.

## IDENTITY AND GENDER CONFUSION

The "look" is a key element of identity. With no social status, teenagers assert their identity with a range of aesthetic styles. Dalibor Frioux described Japanese youths as examples of extravaganza: explosion of external signs of beauty and the urban melting-pot co-exist within a strongly inhibited society. Facing homogenisation in a globalised world, "tribalisation" helps to reinvent a unique culture.

Beauty is an element of identity but how is this understood in these times of gender confusion? Some even talk about a budding "fourth" gender. Have the extended manipulations of beauty deconstructed gender and identity?



# WRITER'S CORNER: FROM BEAUTY ART TO CYBERSAPIENS

Saturday 17 October 2009

THE FIFTH VOLUME OF THE COLLECTION *100,000 YEARS OF BEAUTY* IS DEDICATED TO THE EXPLORATION OF BEAUTY THROUGHOUT THE 21ST CENTURY. THE SESSION FOCUSED ON CONTROVERSY AND ARTISTIC EXCESSES, MIXING CLONING, BIODIVERSITY, GENDER, CYBORGANISATION, GENETIC MANIPULATION AND HUMAN TRANSFORMATION. THE AUDIENCE ENTERED EXTREMELY NEW TERRITORIES!

## 21<sup>ST</sup> CENTURY: THE HUMAN BODY AT THE HEART OF MUTATION

Standards of beauty are continuously evolving. For Elisabeth Azoulay and Françoise Gaillard, depicting the criteria for beauty tomorrow is difficult and raises many questions. In the last century, human beings have become more sophisticated expanding their person with devices such as prosthesis, mobiles, computers etc... Meanwhile, robots have become more and more like humans, so: "how will we differentiate humans from machines?"; "What kind of interactions will humans have with robots?"

Major scientific breakthroughs in genetics research, cloning and artificial reproduction, led the speakers to ask: "Will we still have two genders in the future?"

Urban concentration of the population in "world cities" is also challenging: "How will individuality be maintained when we reach the stage of 70% of people living in towns with the same cultural codes?"

These questions illustrate the interrelated link between nature and technology. Human transformation will be part of this neo-beauty and so-called "cybersapiens body".

## SEX, BEAUTY AND DEATH

"I'm ORLAN among other things and as far as possible". ORLAN, a performance artist, invited the audience to question the notion of identity.

Sharing her work and her own experience, she expressed her points of view: sexuality is over because the concept has lost its consistency, and has been replaced by sensuality; and body transformation is now part of our different beauties. Following the Aztec and Merovingian practices of skull deformation, ORLAN added two bumps on her tem-

### SPEAKERS:



**Elisabeth Azoulay**  
Ethnologist, General  
Editor of *100,000 Years of  
Beauty*, France



**Françoise Gaillard**  
Professor, Paris 7  
University; visiting  
professor, NYU



**David Le Breton**  
Professor of Sociology,  
author of *Anthropologie  
du corps et modernité*,  
Strasbourg University,  
France



**ORLAN**  
Performance Artist, France

### MODERATOR:



**Irène Frain**  
Author of *Au Royaume des  
Femmes*, France

### L'ESSENTIEL

*CETTE DERNIÈRE SESSION DU CORNER DES ÉCRIVAINS NOUS A OFFERT UN APERÇU DU 5ÈME TOME DE LA COLLECTION 100,00 ANS DE BEAUTÉ, DÉDIÉ À L'EXPLORATION DE CE QUE SERA LA BEAUTÉ AU XXIÈME SIÈCLE. LA SESSION ÉTAIT DÉFINITIVEMENT ORIENTÉE SUR LA PROVOCATION ET LES ABUS, PERTURBANT LES PARTICIPANTS AUTOUR DES SUJETS DU CLONAGE, DE LA BIODIVERSITÉ DES GENRES, DE LA « CYBORGANIZATION » DE L'INDIVIDU, DES MANIPULATIONS GÉNÉTIQUES ET DE LA TRANSFORMATION DU CORPS HUMAIN.*

ples. With this, she has created her own body, a cybersapiens body. This transformation was even reflected in fashion shows. An exhibition of ORLAN's creations based on her face transformations was showcased.

### VIRTUAL WORLD AND ETERNAL LIFE

According to David Le Breton, there are several definitions of the body: our own body, the androgen body and the virtual body belonging to the cyborganisation. David Le Breton argued that science fiction will make dreams come true and we will be able to experience multiple lives. Spirituality and intangible existence will be an increasingly important part of our lives as pointed out by the growing fascination for "shamanism".



From left to right: F.Gaillard, E.Azoulay, I.Frain, Orlan, D. Le Breton

# DISCOVERY INTERVIEWS

## IN THE WRITER'S CORNER

Thursday 15 October 2009

FOUR AUTHORS DISCUSSED THE ISSUE OF CHOICE, FROM DIFFERENT PERSPECTIVES. BARRY SCHWARTZ DISCUSSED "WHY MORE (CHOICE) IS LESS." FLORENCE NOIVILLE QUESTIONED WHETHER WE HAVE MOVED AWAY FROM A TIME WHERE WE BELIEVED WE OWNED THE TRUTH. CHRISTINE ORBAN INVESTIGATED KEY CHOICES IN LIFE. MARIA NOWAK EXPLAINED HOW MICRO-CREDIT CAN HELP REGAIN LOST DIGNITY.

### WHY MORE IS LESS

Barry Schwartz argued that diversity of choice could be perverse: with too many options, one becomes paralysed, leading to poor decisions, and more often to deep dissatisfaction with choices made. A careful shopper would be unable to make a choice faced with 250 varieties of cereal. Indeed, if choices were easy to undo, commitments would not be made (e.g. marriage). Moreover, he stressed that regret has become a curse of modern life, tempted as we are to regret every decision we make.

### THE GOLEM PARABOLA

Taking Golem's meaning as a starting point, Florence Noiville questioned whether we were moving from times where we believed we owned the truth to times where our previously undisputed model were clearly challenged.

Her book examines questions such as: what has society done to intelligence and talents? Are we making the best of these strengths? Is it time to deal the cards again?

Instead of just focusing on the economics of a company, we should also concentrate on concepts relating to society, humanity and environment.

### CHOICES ONE MAKES IN LIFE

Christine Orban introduced her novel about the choices one makes in life and the various forms they may take (e.g., studies, or

#### SPEAKERS:



**Barry Schwartz**  
Dorwin Cartwright Professor of Social Theory and Social Action, Swarthmore College, USA. Author of *The Paradox of Choice: Why More is Less* (Harper Perennial, 2004)



**Florence Noiville**  
Journalist, *Le Monde*, France: Author of *J'ai fait HEC et je m'en excuse* (Stock, 2009)



**Maria Nowak**  
President, l'Association pour le droit à l'initiative économique (ADIE) France. Author of *On ne prête pas qu'aux riches* (Lattès, 2005)



**Christine Orban**  
Author of *N'oublie pas d'être heureuse* (Albin Michel, 2009)

#### MODERATOR:



**Irène Frain**  
Author of *Au Royaume des Femmes*, France

#### L'ESSENTIEL

QUATRE AUTEURS ONT EXPOSÉ UN DE LEURS LIVRES ABORDANT CHACUN LE THÈME DU « CHOIX » SOUS DES ANGLES DIFFÉRENTS. BARRY SCHWARTZ A EXPLIQUÉ COMMENT UNE ABONDANCE DE CHOIX PEUT MENER À LA PARALYSIE ET AU MÉCONTENTEMENT. FLORENCE NOIVILLE S'EST DEMANDÉE SI LA SOCIÉTÉ N'A PAS ÉVOLUÉ ET SI LE TEMPS OÙ L'ON PENSAIT DÉTENIR DES CERTITUDES EST RÉVOLU. CHRISTINE ORBAN A DÉCRIT L'IMPORTANCE DES CHOIX QUE NOUS FAISONS DANS NOTRE VIE ET LES CONSÉQUENCES QUI EN DÉCOULENT. ENFIN, MARIA NOWAK A EXPLIQUÉ COMMENT, GRÂCE AU MICRO-CRÉDIT, IL ÉTAIT POSSIBLE DE RETROUVER UNE DIGNITÉ PERDUE.

country to live in). Making these decisions raises questions such as: "What type of welcome will one receive? How integrated will one be into the local society?" Christine Orban's heroine challenges herself in such a way when deciding to leave her family, friends, and country, and as result she forgets to be happy.

### THE POWER OF MICRO-CREDIT

Maria Nowak spoke of the increase in both consumers' level of debt and the number of people excluded from the credit system. She argued that French society did not seem too concerned by the fact that over 7 million live below the poverty level, and explained that: "The side-glance from others isolates, the sense of discrimination being carried like a yellow star."

Access to micro-credit should therefore not only to be seen as a financing tool, but also as a means to regain self-esteem, to build a future project with a renewed sense of responsibility.



Barry Schwartz



Christine Orban, Florence Noiville



Christine Orban



Maria Nowak

# DISCOVERY INTERVIEWS

## IN THE WRITER'S CORNER

Friday 16 October, 2009

"THE WRITERS' CORNER" FOCUSED ON THE EXPERIENCE OF FOUR DETERMINED WOMEN FACING SEXISM AT WORK AND IN THE MEDIA, FIGHTING FOR FREEDOM AS AN ACTIVIST, AND SURVIVING THE DREADFUL EXPERIENCE OF BEING TAKEN HOSTAGE.

### WOMEN AND POWER: STILL A DELUSION

Isabelle Germain wanted to defeat the media-conveyed idea that women taking power is a potential "danger". "This is based on fake findings. As facts demonstrate, women and power are still not yet such a reality". Women should use the power of words to keep fighting for gender equality and against archetypal role models.

Women's networks (nearly 200) are a smart solution to help enhance the image of women in the media.

### FACING SEXISM WITH WORDS

Brigitte Grésy explored, through "personal stories", the sexism that women face every day. The best way to deconstruct stereotypes is to help women to express emotionally their harmful experiences of sexism. Brigitte Grésy's book offers an original view of these complex situations and puts words to these silent guilty journeys. It also provides advice on how to face biased relationships at work.

### "SHOCK" JOURNEY IN BURMA DURING TROUBLED TIMES

Zoya Phan, 28, described her difficult childhood and her tough journey as a refugee and freedom activist. At 14, after managing to escape from her destroyed village through the jungle to a Thai camp, she fled to the UK. Deeply convinced that this appalling situation in Burma had to change, she was determined to fight for freedom. Her personal story should urge everybody to take action. Her amazing courage comes from her strong belief that she just cannot keep silent.

### SURVIVING AS HOSTAGE: A "VERY SPECIAL" EXPERIENCE

Clara Rojas talked of her dreadful six-year experience as a hostage in Colombian jungle. She explained the skills she developed in order to survive and what helped her to endure such difficult conditions: faith and the strong belief that the worst would not last. Isolation was the most terrible part. Her only occupation was to think about her family, her country and the son to whom she gave birth during her jungle stay - a miracle.

#### SPEAKERS:



**Isabelle Germain**  
Journalist and author of *Si elles avaient le pouvoir* (Larousse), France



**Brigitte Grésy**  
Inspector General for Social Affairs, France:  
Author of *Petit Traité contre le sexisme ordinaire* (Editions Albin Michel, 2009)



**Zoya Phan**  
Author and International coordinator, Burma Campaign UK: Author of *The Little Daughter* (Simon and Shuster, 2009)



**Clara Rojas**  
Author of *Captive* (Editions Plon), Colombia

#### MODERATOR:



**Irène Frain**  
Author of *Au Royaume des Femmes*, France



Isabelle Germain

Zoya Phan



Brigitte Grésy

"You learn you can live without any commodities. And back in the normal world, you enjoy all these things but in a new pretty much detached and lighter manner".

#### L'ESSENTIEL

"LE CORNER DE L'ÉCRIVAIN », TÉMOIGNE DE L'ÉNERGIE DES FEMMES, LEUR COURAGE ET LEUR PERSÉVÉRANCE À CHANGER LE MONDE. LES INVITÉES, AU TRAVERS D'EXPÉRIENCES VÉCUES, METTENT EN LUMIÈRE LA LUTTE DES FEMMES : AU QUOTIDIEN DANS UN MONDE SEXISTE, OU, DANS DES CONDITIONS EXTRÊMES, POUR LA DÉMOCRATIE.

ISABELLE GERMAIN INVESTIGUE LA RÉALITÉ, DÉFORMÉE PAR LES MÉDIAS, SUR LES FEMMES ET LE POUVOIR. CONTRE LES STÉRÉOTYPES, BRIGITTE GRÉSY ANALYSE LE « SEXISME ORDINAIRE ». POUR ZOYA PHAN, JEUNE ACTIVISTE POUR LA LIBERTÉ EN BIRMANIE, RACONTER SANS RELÂCHE SON PARCOURS RELÈVE DE L'IMPÉRATIF PERSONNEL ET VITAL DE TÉMOIGNER DE LA SITUATION TRAGIQUE DANS SON PAYS. CLARA ROJAS PARTAGE DANS SON LIVRE, « CAPTIVE », SON ÂPRE EXPÉRIENCE « HORS DU COMMUN » COMME OTAGE EN COLOMBIE.

# ELIF SHAFAK, AUTHOR OF *BLACK MILK* AND *THE BASTARD OF ISTANBUL*

Friday 16 October 2009

ELIF SHAFAK IS A REPUTED WRITER, VERY POPULAR IN TURKEY, HER HOMETLAND. IN HER WORKS, ELIF SUCCEEDS IN BLENDING, WITH SUBTLETY, WESTERN AND EASTERN TRADITIONS OF STORYTELLING TO ADDRESS UNIVERSAL THEMES SUCH AS LOVE, MOTHERHOOD AND THE IMPORTANCE OF SPIRITUALITY. *BLACK MILK*, HER FIRST AUTOBIOGRAPHIC BOOK, EXPLORES THESE DIFFERENT TOPICS WITH CREATIVITY, LOTS OF HUMOUR, A MIX OF SERIOUS AND POETIC TONES AND A TOUCH OF "MAGIC REALISM". SHE PROVOKES REFLECTION ON MOTHERHOOD AND WRITING – AS SHE HERSELF HAS EXPERIENCED THEM – AND ON THE DIFFICULTY OF HAVING THESE TWO DIMENSIONS OF LIFE COEXIST. SHE USES AN ORIGINAL NARRATIVE PROCESS TO EXPRESS THIS STRUGGLE BETWEEN TWO ASPIRATIONS BY CREATING MANY FEMALE INNER VOICES, DESIGNED AS REAL CHARACTERS. THESE VERY LIVELY VOICES ACCOMPANY THE HEROINE IN HER QUEST FOR INNER HARMONY, WHICH WILL LEAD HER TO FULLY ACCEPT THE DIFFERENT FACETS OF HER IDENTITY.

## HOW MILK BECOMES INK

After a severe post-natal depression, Elif Shafak felt the need to do something with her teary and gloomy mood, being challenged by her grandmother's warning that her milk would turn sour and black... She decided to turn white

## SPEAKER



**Elif Shafak**  
Author of *Lait noir* and *The Bastard of Istanbul*, Turkey

## MODERATOR:



**Irène Frain**  
Author of *Au Royaume des Femmes*, France

"LANGUAGE IS A PASSION FOR ME. IT IS NOT AN INSTRUMENT; IT IS A CONTINENT, A SPACE WHICH PLAYS A VERY IMPORTANT ROLE IN MY LIFE"

Elif Shafak



Elif Shafak

milk into black ink by taking on the writing of a book. This became an inner adventure: describing how she had to face all her inner-troubles, she illustrated this by continuous conflicting voices struggling to take over the power.

She realized the hierarchy she unconsciously had to go through between different aspirations: intellectuality, a more mystical one inspired by Sufism, maternal instinct, practicality, femininity etc... How could she stop this internal conflict and find inner peace? Is it possible to be a writer and a mother? To answer this, Elif Shafak described the personal life of famous female writers faced with the same issues, even if their ways of dealing with these may have been different.

#### ACCEPTING MULTIPLE INNER VOICES

Some dimensions are underestimated or on the contrary inflated, like the selfish part of oneself. Practicing such a self-centred task, being a writer, is the loneliest form of creativity. Ego is fuel for writing as the author, creating characters, feels like God. But how do you balance this? Giving place and expression to mystical dimensions is one way to do it. We have to learn to respect and accept all these inner aspirations without prior selection.

Furthermore, she explained how she lived in two different worlds with two inspiring woman: on one side the secular, urban, and Western world of her mother and, on the other her grandmother's traditional world, nurtured by religion and superstition. It is the key to building one's own identity. She learned it is possible to have multiple selves, multiple colours. It is the same for individuals as it is for societies. Sufism has played a key role in developing her thoughts. She highlights in the book her personal experience of this transformative journey. Her strong belief is that life requires us to keep changing: we must be ready to push open any gate that we come across. It is an opportunity to grow deeper and to grow up.

#### A PASSION FOR LANGUAGE

Words are Elif Shafak's world, whatever the language, whether it is Turkish, English, or even Ottoman, Elif Shafak builds on the mental connections that words create between these different cultures. She even plays with translations from one language to another: it is the way her next book has been formulated. She enjoys this exercise of building bridges between words and cultures: it helps to think more deeply. Each language gives a new zone of experience. As a writer, the challenge is to find your voice in another language.

“I LEARNED TO LIVE WITH A FRAGMENTED IDENTITY: IT IS POSSIBLE TO HAVE MULTIPLE SELVES, MULTIPLE COLOURS. IT IS THE SAME FOR INDIVIDUALS AS IT IS FOR SOCIETIES”

Elif Shafak



Writing is based on intuition, not reason. Elif Shafak writes with and for her characters, guiding the development of their story without knowing which path they will choose. Her purpose is to reach people's minds and in this sense, she is very sensitive to the fact that her readers are so diverse, in terms of gender, age, social class and nationality. She is convinced of the power and potential of art and literature to bring people together, united by the same story, sharing this special experience. She is happy to have expanded her readership over the years.

#### L'ESSENTIEL

ELIF SHAFAK EST UNE ÉCRIVAINNE RÉPUTÉE, TRÈS POPULAIRE EN TURQUIE, SON PAYS NATAL. DANS SES ŒUVRES, ELLE RÉUSSIT SUBTILEMENT À MÉLER LES TRADITIONS OCCIDENTALES ET ORIENTALES DU RÉCIT POUR TRAITER DE THÈMES UNIVERSELS COMME L'AMOUR, LA MATERNITÉ ET L'IMPORTANCE DE LA SPIRITUALITÉ. « LAIT NOIR », SON PREMIER LIVRE AUTOBIOGRAPHIQUE, EXPLORE CES DIFFÉRENTS SUJETS D'UNE MANIÈRE TRÈS CRÉATIVE, AVEC BEAUCOUP D'HUMOUR, UN MÉLANGE DE TONS SÉRIEUX ET POÉTIQUES, ET UNE TOUCHE DE « RÉALISME MAGIQUE ». ELLE DONNE À RÉFLÉCHIR SUR LA MATERNITÉ ET L'ÉCRITURE – TELLES QU'ELLE-MÊME LES A VÉCUES – ET SUR LA DIFFICULTÉ DE FAIRE COHABITER ENSEMBLE CES DEUX ÉTATS DE VIE. ELLE UTILISE UN PROCESSUS NARRATIF ORIGINAL POUR EXPRIMER CETTE LUTTE ENTRE DEUX ASPIRATIONS EN CRÉANT, COMME AUTANT DE PERSONNAGES RÉELS, PLUSIEURS VOIX INTÉRIEURES FÉMININES. CES FIGURES TRÈS VIVANTES ACCOMPAGNENT L'HÉROÏNE DANS SA QUÊTE DE L'HARMONIE INTÉRIEURE, QUI PASSERA PAR LA PLEINE ACCEPTATION DES DIFFÉRENTES FACETTES DE SON IDENTITÉ.

# SELF-CONFIDENCE, COSMETICS AND SOCIAL BONDING

Saturday 17 October 2009

BEAUTY IS A DIFFICULT CONCEPT FOR WOMEN AS IT IS DEFINED BY STRONG AND INFLEXIBLE NORMS AND CODES. HOWEVER ABIDING BY THESE NORMS AND CODES IS ESSENTIAL FOR SELF-ESTEEM AND TO FIND A PLACE WITHIN SOCIETY. AT THE END OF THE PRESENTATION, COMMENTS FROM PARTICIPANTS WERE VERY CRITICAL. THIS SESSION PROVED THAT BEAUTY IS A SENSITIVE TOPIC. MOST OF THE PEOPLE IN THE AUDIENCE WERE QUITE SHOCKED BY THE COLD AND HARSH STATEMENTS MADE BY THE ANTHROPOLOGISTS ON THE PANEL. HOWEVER, HOPE WAS BROUGHT TO THE DISCUSSION BY YOLAINE DE LINARES, FROM L'ORÉAL, AS SHE PRESENTED THE WORK DONE BY THE L'ORÉAL FOUNDATION TO SUPPORT WOMEN WITH DISEASES, OR OLDER WOMEN, TO HIGHLIGHT THEIR BEAUTY AND THUS SELF-ESTEEM THROUGH THE USE OF COSMETICS.

## BEAUTY IS HARD

Many responded critically to the presentation, proving that beauty is a sensitive topic. Most people in the audience were quite shocked by the cold and harsh statements made by the anthropologists on the panel on the concept of beauty for women.

“I AM DREAMING OF A DIFFERENT WORLD FOR MY DAUGHTER WHERE BEING YOURSELF IS MORE IMPORTANT THAN FOLLOWING STRICT BEAUTY CODES”

Yang Lan



Yang Lan





Yolaine de Linarès

David Le Breton started his speech by quoting Marilyn Monroe in “How to marry a millionaire”, when the actress responded to the father of her fiancé that she could marry a rich man because, even though she was poor, she was beautiful. “The value of a man is linked to his wealth, whereas the value of a woman is linked to her beauty. And I think we are going backwards”. Professor Le Breton insisted by quoting modern women, like Cindy Crawford or Bridget Jones, who suffer from the pressure they feel to be beautiful. From his perspective, women’s liberation has not changed the relation that women have with beauty. Stéphane Malysse made even more pessimistic comments on the issue of beauty for women. He considers beauty to be perfectly represented by the character of Laura Palmer, who was killed by her father to protect her from the sexual desire of boys, and in a sense, to keep her beauty intact. For Stéphane Malysse, the concept of beauty is tightly related to death, since a woman can only reach perfect beauty at the age of 20, and after that, her beauty can only deteriorate. The essence of femininity has to fight against the effects of time to prevent our body from changing, which is similar to being dead.

“THE VALUE OF A MAN IS LINKED TO HIS WEALTH, WHEREAS THE VALUE OF A WOMAN IS LINKED TO HER BEAUTY”

David Le Breton

#### CAN THIS CHANGE?

In contrary to Stéphane Malysse, David Le Breton explained that today with make-up and cosmetic surgery, models of beauty can evolve and people can choose to be how they want, taking the transgender style as an example. Thanks to this possible evolution, he gave hope to the audience by saying that beauty models could evolve.

Yang Lan also brought hope to the audience with her concluding remark: “I am dreaming of a different world for my daughter where being yourself is more important than following strict beauty codes”.

#### BEAUTY IS A CORNER STONE OF OUR SELF-ESTEEM AND SOCIAL LINKS

Stéphane Malysse illustrated his theory by highlighting the Brazilian example where beauty codes are very strong. As



David Le Breton

there are fewer men than women, girls are very eager to be noticed. He explained that since 1950, Brazil has been extremely Americanized, Brazilian girls now follow three norms: “Goblondization”, “White is beautiful” and “Forever young”. Women who want to attract men have to follow



From left to right : Y.de Linares, D. Le Breton, S.Malysse, D.Desjeux, Y.Lan

these rules. People seek to be beautiful, to be sexually attractive, which is why, for example, men and women go to the gym.

According to Dominique Desjeux, beauty is really about following the social norms and depends on three main factors:

- social belonging,
- social and family norms linked to life cycle from childhood to old age, and
- cultural history, imaginary and material culture.

All the anthropologists on the panel agreed that beauty is a key element for our self-esteem. Dominique Desjeux explained that self-esteem is a complex human mechanism consisting of an identity-building process between being unique and being identical, and, as he illustrated with commercial advertisements, cosmetics are all about the construction of our identity.

L'Oréal, as a cosmetics company, is well aware of the tight links between beauty, cosmetics, self-esteem and social ties. For that matter, as Yolaine de Linares, Director

of Strategic Foresight and Innovation at L'Oréal Research explained, the company has launched a Foundation whose mission is to:

- promote education,
  - promote scientific research to support, for example, projects developing and sharing research, and knowledge about beauty, and
  - support the most vulnerable by giving everyone access to cosmetics to help them regain confidence and self-esteem.
- For example, the L'Oréal Foundation has launched programmes to help women with diseases like cancer to cope with the effects of their illness via the use of cosmetics.

Indeed, L'Oréal is strongly committed to understand the process engaged in cosmetic practices and their effects on self-esteem and social ties. They create studies and research centres on social sciences to adapt to customers needs and be able to construct the future in a more sustainable way.

## L'ESSENTIEL

LA BEAUTÉ EST UN CONCEPT DUR POUR LES FEMMES CAR IL REPOSE SUR DES NORMES ET DES CODES STRICTS ET INFLEXIBLES. CEPENDANT, SUIVRE CES NORMES ET CES CODES EST FONDAMENTAL POUR L'ESTIME DE SOI ET POUR TROUVER SA PLACE AU SEIN DE LA SOCIÉTÉ. A LA FIN DE LA PRÉSENTATION, LES COMMENTAIRES DES AUDITEURS ÉTAIENT TRÈS CRITIQUES. CETTE SESSION A PROUVÉ QUE LE SUJET DE LA BEAUTÉ EST UN SUJET SENSIBLE, LA PLUPART DES MEMBRES DE L'ASSEMBLÉE AYANT ÉTÉ ASSEZ CHOQUÉS PAR LES DÉCLARATIONS FROIDES ET DURES DES ANTHROPOLOGUES DU PANEL. MAIS UNE LUEUR D'ESPOIR A ÉTÉ APPORTÉE PAR YOLAINE DE LINARES, DU GROUPE L'ORÉAL, QUI A PRÉSENTÉ LE TRAVAIL FAIT PAR LA FONDATION L'ORÉAL POUR SOUTENIR LES FEMMES ATTEINTES DE MALADIE, OU LES FEMMES ÂGÉES, POUR QU'ELLES METTENT EN VALEUR LEUR BEAUTÉ ET AINSI REGAGNENT CONFIANCE EN ELLES GRÂCE À L'UTILISATION DE COSMÉTIQUES.



Stéphane Malysse

## SPEAKERS:



**Dominique Desjeux**  
Anthropologist and Professor on the Faculty of the SHS-Sorbonne, University Paris Descartes, CERLIS/CNRS, France



**David Le Breton**  
Sociologist and Professor, University of Strasbourg 2-Marc Bloch, URA-CNRS, France



**Yolaïne de Linares**  
Director of Strategic Foresight and Innovation, L'Oréal Research, France



**Stéphane Malysse**  
Associate Professor, University of Sao Paulo and Associated Researcher in Anthropology, Goldsmith College (London), France/Brazil

## MODERATOR:



**Yang Lan**  
CEO, Sun Media and Chair of Sun Culture Foundation, PRC



Dominique Desjeux



From left to right: S.Malysse, Y.Lan, Y.de Linares, D.Desjeux, B.Dautresme (from L'Oréal), D.Le Breton

# MEET WITH LUNCH: FINDING THE COURAGE

Hosted by Ernst & Young

Friday 16 October 2009

THROUGHOUT AN EMOTIONALLY CHARGED SESSION, PARTICIPANTS LISTENED ATTENTIVELY TO THE COURAGE OF TWO WOMEN – SURAYA PAKZAD AND ZOYA PHAN – WHO EACH IN HER OWN WAY IS FIGHTING FOR THE RIGHTS OF HER FELLOW CITIZENS. AS CHRISTINE OCKRENT PUT IT, “WOMEN AS HEROES” SHOULD BE THE REAL TITLE OF THIS SESSION. BETH BROOKE ASKED ALL TO THINK ABOUT HOW EACH OF US COULD USE OUR OWN PROFESSIONAL PLATFORM TO HELP MAKE A DIFFERENCE. MELANNE VERVEER URGED ALL OF US TO “GIVE OUR OWN VOICE TO WHAT THESE WOMEN ARE DOING”.

## L'ESSENTIEL

*DURANT CETTE SÉANCE CHARGÉE D'ÉMOTIONS, L'ASSEMBLÉE SILENCIEUSE A ÉCOUTÉ LE COURAGE DE DEUX FEMMES – ZOYA PHAN ET SURAYA PAKZAD – QUI CHACUNE À LEUR MANIÈRE SE BATTENT POUR LES DROITS DE LEURS CONCITOYENS.*

*CHRISTINE OCKRENT A EXPRIMÉ TOUT HAUT CE QUE CHACUN DEVAIT PENSER TOUT BAS : LE VÉRITABLE INTITULÉ DE LA SÉANCE AURAIT DÛ ÊTRE « LES FEMMES, CES HÉROS ! »*

*FACE À CES TÉMOIGNAGES POIGNANTS, BETH BROOKE A DEMANDÉ À TOUS DE RÉFLÉCHIR À LA MANIÈRE DONT ON POUVAIT UTILISER NOTRE RÉSEAU POUR FAIRE CHANGER LES CHOSSES. DE SON CÔTÉ, MELANNE VERVEER NOUS A EXHORTÉS À RELAYER CES TÉMOIGNAGES AUTOUR DE NOUS.*

## SPEAKERS:



**Beth Brooke**  
Global Vice-Chair, Ernst & Young, USA



**Suraya Pakzad**  
Executive Director, Voice of Woman Organization, Afghanistan



**Zoya Phan**  
Author and International Coordinator UK, Burma (2009 Women's Forum Rising Talent)



**Melanne Verveer**  
US Ambassador-at-Large for Global Women's Issues

## MODERATOR:



**Christine Ockrent**  
COO, French Television and Radio World Service, France



Beth Brooke

At the start of the session, Marianne Verveer, US Ambassador-At-Large for Global Women's issues, stressed how critical women are in helping everyone address the great challenges that affect our world: climate change, severe economic issues, human rights issues, or security.

## FROM INNOCENCE TO TRAUMA

The audience was spellbound by Zoya Phan recounting her life story: Zoya Phan was born in the jungle and lived there happily until the age of 14 at which time her village was attacked by the Burmese army. Terrified, initially hiding in the jungle with no medicine or doctor available, the situation became unbearable. After some time in a refugee camp, Zoya Phan and her family moved to another part of the jungle; her village was attacked a second time and the family returned again to a refugee camp. Eventually she fled to the UK having received a student scholarship. Zoya



From left to right: C.Ockrent, M.Verveer, S.Pakzad, Z.Phan

Phan became a political activist defending freedom, human rights, and democracy for the whole of Burma. Personal tragedy continued with the death of her mother in 2004 and the assassination of her father in 2008; Zoya Phan herself has survived three assassination attempts. When granted the title of political refugee, Zoya Phan began to finally feel like a human being – she was no longer just a ghost. The fight for freedom in Burma cries for help as the situation worsens and women bear the brunt of brutality of the military regime.



Suraya Pakzad

#### PLAYING WITH FIRE

Suraya Pakzad, Executive Director of the Voice of Women Organization in Afghanistan, explained that in the country today, in order to be a woman activist one needs to have the courage to talk about women's rights: The list of struggles is a long one, whether for funding, to be able to raise one's voice, or for daughters to be allowed by their families to be part of the campaign. The journey for Voice of Women to be recognised by the government has been a long and difficult one, as it was a clandestine organisation for two

“THINK ABOUT YOURSELF AND HOW YOUR OWN PLATFORM CAN MAKE A CHANGE AND A DIFFERENCE”

Beth Brooke

“THE INTERNATIONAL COMMUNITY HAS THE MORAL RESPONSIBILITY TO PROTECT AND TO AID PEOPLE”

Zoya Phan

“I HAVE HOPE THAT IN MY COUNTRY WOMEN CAN BE RESPECTED, CHILDREN CAN GO TO SCHOOL AND MEN CAN FARM. EVERYONE IS DIFFERENT BUT IS EQUAL”

Zoya Phan



Zoya Phan

years. The Taliban threatened to raid premises of students and teachers at any moment. If this happened all educational materials would have to be burnt to avoid reprisals. Since 2004 the organisation has moved to another part of the country, working with women in jail, building shelters for women who have escaped domestic violence, rape, and forced or child marriages.

Even though much has been achieved on these issues a tremendous amount of work still needs to be done. Zoya and Suraya, thank you for who you are and for what you are doing.



Melanne Verveer





*Rokia Traore and her guitarist Eric Lohrer*

# MUSICAL PERFORMANCE BY ROKIA TRAORE

Hosted by Vivendi



ROKIA TRAORE, THE YOUNG AND HIGHLY TALENTED SINGER-SONGWRITER FROM MALI, DELIGHTED PARTICIPANTS WITH A SPECIAL CONCERT. SHE INTERPRETED SEVERAL SONGS WITH HER GUITARIST ERIC LOHRER AND ALLOWED THE ENTHUSIASTIC AUDIENCE TO TRAVEL ACCOMPANIED BY HER UNIQUE VOICE AND MEMORABLE SMILE.

A UNIVERSAL MUSIC JAZZ FRANCE ARTIST, ROKIA BRINGS HER OWN IDIOSYNCRATIC STYLE TO THE MUSIC OF WEST AFRICA. SHE HAS WORKED WITH OPERA DIRECTOR PETER SELLARS AND THE KRONOS QUARTET AND IN 2008 RELEASED HER FOURTH ALBUM, TCHAMANTCHÉ, MARKING THE LATEST STAGE IN A CAREER THAT HAS TRANSFORMED WESTERN CONCEPTIONS OF AFRICAN MUSIC. ROKIA TRAORE WON SONGLINES BEST ARTIST FOR TCHAMANTCHÉ AND RECEIVED THE VICTOIRES DE LA MUSIQUE, THE FRENCH EQUIVALENT OF THE GRAMMY AWARD, FOR BEST WORLD ALBUM IN 2009. ROKIA LEFT DEAUVILLE FOR TOURS AROUND EUROPE AND NORTH AMERICA.

Pascale Thumerelle, Vice-President, Sustainable Development at Vivendi, mother-company of Universal Music, and host of the Musical Performance, shared her excitement at Rokia Traore's presence in Deauville. In the framework of its sustainable development policy, Vivendi is committed to promoting cultural diversity: increasing access to the broadest

possible spectrum of culture and the arts (cultural footprint) and developing young artists from diverse backgrounds who are in turn engaged in their local communities. Rokia Traore has created a foundation "Passe-relles" in Bamako, Mali, which encourages youngsters towards musical careers (both as artists and in support roles) thus nurturing and growing the West African musical culture.



*Pascale Thumerelle*

COACHING CORNER:  
**GENERATE POSITIVE CHANGE  
FOR YOUR PERSONAL IDENTITY  
EMPOWER YOURSELF AND  
RESTORE BALANCE WITHIN**

Saturday 17 October 2009

WOMEN HAVE A COMPLEX PERSONAL IDENTITY NOT ONLY BECAUSE OF THEIR VARIOUS FUNCTIONS IN SOCIETY, BUT ALSO BECAUSE OF THEIR COMPLEX HORMONAL CYCLE. THE FLOW OF HORMONES TRIGGERS EMOTIONS THAT CAN SOMETIMES BE DIFFICULT TO CONTROL. THIS IS WHY WOMEN SHOULD LISTEN TO THEMSELVES MORE CAREFULLY, AND CHANGE THIS INCREDIBLE SOURCE OF ENERGY INTO BETTER PERFORMANCE AND BETTER RESULTS.

MENOPAUSE IS A SPECIFIC MOMENT IN A WOMAN'S LIFE, WHICH OFTEN REPRESENTS A VERY DIFFICULT CHALLENGE TO OVERCOME. THIS MOMENT HAS TO BE PREPARED FOR EXAMPLE BY CHANGING TO A RECOMMENDED DIET. THE DIET CONSISTS IN AVOIDING FAST SUGAR AND DAIRY PRODUCTS, PRIORITISING NATURAL SUGAR, PROTEINS IN MODERATE PROPORTIONS (ESPECIALLY VEGETAL ONES), OILS (ESPECIALLY FISH OILS) AND MAGNESIUM.

**HORMONES ARE NATURALLY LINKED TO WOMEN'S EMOTIONS**

Hormonal systems rule women's life. They represent advantages by giving women more personality and more physical and emotional experience. However, the problem is when women have an erratic hormonal system, going through the best and the worst, trying to control emotions.

SPEAKER:



**Guillaume Caunègre**  
Osteopath D.O.,  
Founder and CEO, the  
Osteopathics Institute  
(USA), France

The right brain opens up to emotions. Emotions are triggered by hormones which will flourish at certain times of the month and will diminish at other times. Everybody knows that a woman is more effective at the beginning and middle of a cycle and less so during the menstruation period. Every woman should use this phenomenon. Women should actually preserve their better activities when they need the most energy in the best period rather than spending so much energy through the tightness of hormonal changes to make big decisions, meetings and trips. Stress is triggered by hormones because emotions and hormones are intimately linked.



*The Coaching corner with Guillaume Caunègre*



## L'ESSENTIEL

L'IDENTITÉ PERSONNELLE DE LA FEMME EST PARTICULIÈREMENT COMPLEXE À LA FOIS EN RAISON DES NOMBREUSES FONCTIONS QU'ELLE OCCUPE DANS LA SOCIÉTÉ, MAIS ÉGALEMENT DE PAR LA COMPLEXITÉ MÊME DE SON CYCLE HORMONAL. LES FLUX HORMONAUX INFLUENCENT LES ÉMOTIONS QU'IL EST PARFOIS DIFFICILE DE MAÎTRISER. C'EST LA RAISON POUR LAQUELLE LES FEMMES DEVRAIENT DAVANTAGE S'ÉCOUTER POUR CONVERTIR CETTE FORMIDABLE SOURCE D'ÉNERGIE EN PERFORMANCE PROFESSIONNELLE.

LA MÉNopause CONSTITUE UN MOMENT PARTICULIER DANS LA VIE D'UNE FEMME, ET UN DÉFI DIFFICILE À RELEVER. AUSSI DOIT-IL ÊTRE ANTICIPÉ PAR DES ACTIONS TELLES QU'UN RÉGIME. CE RÉGIME DOIT REPOSER SUR DES BASES SAINES TELLES QUE LA LIMITATION DES SUCRES RAPIDES ET DES PRODUITS LAITIERS, EN DONNANT LA PRIORITÉ AUX SUCRES NATURELS, AUX PROTÉINES EN PROPORTIONS MODÉRÉES, AUX HUILES DE POISSON ET AU MAGNÉSIUM.



### REGULATE THE HORMONAL SYSTEM SO THAT THE EMOTIONS COMBINE WITH PERFORMANCE

A woman's identity is physically based inside her pelvis because it is her centre of gravity, the centre of feminine physiology and the siege of water. Yoga, awareness, meditation and pilates are techniques which help to get in touch with the feminine identity and thus feel better.

The emotion of being a woman is basically part of her adaptation through her hormonal cycle. Emotion is energy that moves. If emotion does not move, it creates blockage and difficulties. Sometimes, women have so many functions constantly that it leads to excess, depression and medication. The only way to overcome this situation is to reconnect with their feminine identity.

“WOMEN SHOULD ACTUALLY PRESERVE THEIR BETTER ACTIVITIES WHEN THEY NEED THE MOST ENERGY IN THE BEST PERIOD RATHER THAN SPENDING SO MUCH ENERGY THROUGH THE TIGHTNESS OF HORMONAL CHANGES TO MAKE BIG DECISIONS, MEETINGS AND TRIPS”

Guillaume Caunègre

“EMOTION IS THE MANIFESTATION OF HOW SOMEBODY IS AT THE PRECISE MOMENT AND EMOTIONS SEEM TO BE AN ESSENTIAL PROBLEM FOR MOST WOMEN BECAUSE THEY SOMETIMES CANNOT CONTROL THEM”

Guillaume Caunègre



Guillaume Caunègre

According to Guillaume Caunègre, emotion is the manifestation of how somebody feels at the precise moment. Emotions seem to be an essential problem for most women because sometimes they cannot control them. Emotions have to be listened to, so that the energy they produce can be transformed into something positive. Women have to train their brain to listen to their emotions. Transformation starts with awareness.

### HOW TO PREPARE FOR MENOPAUSE?

Women have to prepare themselves for menopause during their pre-menopausal period. Menopausal symptoms that our mothers and grandmothers have lived with are not fate. Guillaume Caunègre tries to convince us that we do not have to fear menopause. Changing one's diet is the number one recommendation to prepare for the pre-menopausal period.

### DIET RECOMMENDATIONS

1. Sugar is a woman's worse enemy because it disturbs hormones and emotions, producing stress and then depression. Sugar creates addiction and triggers inflammatory reactions. Women have to consume sugars, but in natural sources like fruits, cereals or vegetables.
2. Proteins are essential for the body and brain, but in moderate proportions and mainly in vegetables.
3. For Guillaume Caunègre, dairy products are dangerous for pre-menopausal women because of osteoporosis. Many studies prove that women cannot absorb calcium contained in dairy products. Most people do not tolerate dairy products because they contain too much animal proteins. The excess of these proteins affects bones calcium.
4. Fish oils are necessary for the body, like other oils (saturated, mono-unsaturated). They can be found in primrose oil or borage oil.
5. Magnesium from marine or chloride sources is also an important element of the diet.

# IFOP STUDY

## THE PARTICIPANTS AT THE WOMEN'S FORUM EMPHASIZE COLLECTIVE RESPONSIBILITY AND THE ENVIRONMENT

The Ifop (French polling Institute) and the Women's Forum conducted an in situ study to gather the perceptions of opinion leaders attending the 5th Edition of the Global Meeting. The theme for this 2009 study was "Time to change, time for Action."

### THE 2009 YEAR CONFIRMED THE COLLAPSE OF SOCIETY'S FUNDAMENTALS

Globally, participants felt that the current period is witnessing a crisis, which is both moral and economic (73% of the respondents). Some participants underline that the moral crisis loomed long before the stock market's crash. Indeed, important value pillars of yesterday's society, namely the pursuit of individual performance at the expense of the group, the quest for profits, power and lack of consideration of the global stakes, such as the environment, had reached their paroxysm. The mere technical solution of the crisis – regulation of the world's financial markets, reinforcement of governance – will not make us return to the values that predominated in the past.

As expected, participants confirm that the world today is guided by individualistic values, challenged by the crisis: money, power and competition – respectively 83%, 80% and 78 %.

### BUT PROGRESS HAS BEEN MADE IN CERTAIN AREAS

Social stakes where progress is shown are actions for the environment (85%), development of new technologies (85%) and the fight against all forms of discrimination (57%). However, they are not likely to see

progress on such topics as "Full employment" and "Global poverty", which are seen to improve only respectively 23% and 30%.

### THE PRIORITY PROJECTS REMAIN TO BE ADDRESSED : EDUCATION FOR ALL AND THE ENVIRONMENT

According to opinion leaders, priorities today are focused on prospective subjects that prepare tomorrow's world, first the search for equality in education (52%) and the actions in favour of the environment (51%). The challenge of reducing poverty in the world (44%) remains a high priority.



Stéphane Truchi

### Priority stakes for the future

<b>Education for all</b>	<b>52%</b>
<b>Environment</b>	<b>51%</b>
<b>Poverty</b>	<b>44%</b>

Question : Which are the stakes that appear to be primary for you ?

The priority issues, cited by participants to the Women's Forum, all refer to a dimension of collective responsibility.

### COMPANY INTEGRITY AND INVOLVEMENT OF THE EMPLOYEES: TWO PILLARS OF PERFORMANCE FOR TOMORROW'S BUSINESSES

The two major qualities that the participants to the Women's Forum expect from a high-performance company are integrity (be competitive without compromising the company's integrity: 47% of the respondents) and the involvement of the employees in the company's development (be an actor in the company's development: 41% of the respondents). It should also be noted that 1/3 of the participants in the poll considered diversity as a performance criteria (capacity to work with diversity factors, gender, educational background, social and ethnic origins, age: 33% of the respondents).

The performance of tomorrow's company is necessarily related to the company's capacity to involve its employees, respect diversity, but also help their progress in a more sustainable manner.

### A SOCIETY WHERE THE INDIVIDUAL IS A DRIVER FOR CHANGE

Opinion leaders attending the Women's Forum believe that the change in society can be conducted through a more active participation of the individual and this should not be left in the hands of organizations and States.

Who do you believe is the most capable of fostering these values?

- The individual 51%
- The company 19%
- The State 16%
- Associations and international organizations 14%

### FINALLY, 2009 IS A YEAR OF DISRUPTION TOWARDS A NEW SOCIETY FOUNDED ON COLLECTIVE VALUES: RESPECT, RESPONSIBILITY, INTEGRITY.

Tomorrow will bring a more collective world. It will be founded on the basis of diversity, solidarity, ethics (sustainable development and responsible consumption). A world where creativity will be a lever of change.

The values we would like to see gain weight tomorrow:

- Diversity 57%
- Solidarity 56%
- Sustainable development 53%
- Responsible Consumption 51%
- Creativity 50%
- Transparency 44%



### Individuals : key actors for change

<b>Individuals</b>	<b>51%</b>
<b>Companies</b>	<b>19%</b>
<b>States</b>	<b>16%</b>
<b>Associations / International organizations</b>	<b>14%</b>

Question : Which of the following is most likely to enhance these values ?

# OUTCOMES OF THE WOMEN'S FORUM GLOBAL MEETING 2009

Saturday 17 October 2009

AT THE WOMEN'S FORUM'S FINAL SESSION, ANNE-MARIE IDRAC, FRENCH SECRETARY OF STATE FOR FOREIGN TRADE AND AUDE ZIESENISS DE THUIN, INSISTED THAT WOMEN HAVE A ROLE TO PLAY IN THESE POST-CRISIS TIMES, WITH THEIR INEXHAUSTIBLE ENERGY. THE WORLD NEEDS THE FRESH NEW WAYS OF THINKING THAT WOMEN CAN BRING AND THEIR DETERMINATION TO

INTEGRATE HUMAN DIMENSIONS IN A WORLD DOMINATED BY ECONOMY. MOST WOMEN ARE ALREADY CONVINCED THAT INDIVIDUALS ARE THE MOST EFFECTIVE AGENTS OF CHANGE. THE FORUM PROVIDED WOMEN WITH IDEAS, BEST PRACTICES, MIND-OPENING EXPERIENCES, INSPIRATION AND ENTHUSIASM TO CONTINUE TRYING TO CHANGE THE WORLD. LET'S THINK BIG!



*Anne-Marie Idrac*

## WOMEN'S ROLE IN BUILDING A NEW WORLD IS CRUCIAL

Anne-Marie Idrac, French Secretary of State for Foreign Trade, stressed how women have increased their influence over the handling of global issues. However, women have, rather unfortunately, only scarcely been involved in the prevention of the crisis. She hoped that women would actively shape post-crisis policies as well as green policies. Global sustainability and innovation must be at the core of advances and changes in technology, institutions, social policies and management.

## THREE MAJOR ISSUES TO BE ADDRESSED

- A decentralised world where economic and political powers have been redistributed calling for a global governance of the new world.
- The skills issue, as talent becomes a global “commodity”. With competition now operating worldwide, all companies must think in terms of partnerships and cooperation across industries and activities as well as developing a “green technology” mindset.
- The multicultural dimension of a sustainable world: diversity is at the heart of this new era and economics must be connected with other aspects of social sciences.

## “TIME FOR CHANGE, TIME FOR ACTION”: KEY FINDINGS OF A POLL BY IFOP

Stéphane Truchi, Chairman of the Executive Board of IFOP, presented the main findings of a survey, conducted with 150 participants of the Women's Forum.

Around 80% of respondents agreed that, although society had been dominated by individual values such as money, power and competition, these values were declining since the crisis. Progress in areas such as the environment, new technologies and discrimination had clearly been made (80%), but there were still unresolved issues: poverty, immigration, and full-employment. Those most likely to bring about a change were individuals (51%) more than companies (19%). The priorities for the future were the environment and education.

## SPEAKERS:



Anne-Marie Idrac  
Secretary of State for  
Foreign Trade, France



Aude Zieseniss de Thuin  
Founder and CEO, The  
Women's Forum for the  
Economy & Society,  
France



Stéphane Truchi  
Chairman of the Executive  
Board, IFOP, France

**“TO CHANGE THE WORLD, THERE IS NO MAGIC ANSWER, NO SINGLE SOLUTION, NO PROVIDENTIAL LEADER, AND NO “GUIDEBOOK TO THE FUTURE”. THE ANSWERS, THE SOLUTIONS, THE LEADERS, ARE WITHIN EACH OF US!”**

Aude Zieseniss de  
Thuin



Aude Zieseniss de Thuin

## LET'S THINK BIG: A THRILLING CALL FOR ACTION

“I feel so energised and invigorated by the past three days. I felt like a child in a candy store. What a year... but what a forum!” With these words, Aude Zieseniss de Thuin wrapped up the 2009 Global Meeting, expressing how she had enjoyed seeing women connect, debate and share projects, ideas, tools, doubts and hope.

Everyone agreed that the crisis was not over and that women had a role to play in changing the world, combating poverty, conflicts, and climate change. Women should claim a larger share in politics, company boards and global negotiations. There is no magic answer, no single solution, no providential leader, and no guidebook to achieve this. It is up to each and everyone to participate in shaping the solution.



Stéphane Truchi

**“IN THIS POST-CRISIS TIME, WE CRITICALLY NEED COHERENCE AND COHESION. THAT IS WHAT WOMEN -WITH MEN- CAN BRING TO THE DEBATE AND TO ACTION”**

Anne-Marie Idrac

Aude Zieseniss de Thuin summarised the hopes and “guiding principles”, emanating from the forum:

- The priority is to overcome conflicts of interests and division. Women are better equipped to cope with diversity.
- Learn from nature, and view it not only as a threat but also an immense source of inspiration.
- No one single region or country is the centre of the world. Let's think G186!
- One must reconsider what leadership means today. Women should be role models in all of their responsibilities.
- Societies need a major shift of paradigm: from short-term to long-term, from competition to conciliation, from

networks to in-depth discussion. Growth, performance and prosperity need to be redefined.

- One has to move from “I” to “We”, both at national and international levels. Let's be inspired by all these outstanding women, winners of the Cartier Women's Initiative Awards, Women for Education awards, Rising Talents, activists, scientists, thinkers, politicians, entrepreneurs; all of whom are women who do not accept the status quo.

What are the key takeaways?

- Follow-up on the discussions started here and identify in each country the 50 women who are the doers and shakers of tomorrow.
- Keep supporting the cause! The Women's Forum's support of the Copenhagen Campaign is not enough. The challenge is to make decision makers move forward “for real”.

#### L'ESSENTIEL

*LA DERNIÈRE SESSION DU WOMEN'S FORUM A DONNÉ L'OCCASION À ANNE-MARIE IDRAC, SECRÉTAIRE D'ÉTAT CHARGÉ DU COMMERCE EXTÉRIEUR FRANÇAIS, ET À AUDE ZIESENISS DE THUIN, D'INSISTER SUR LE RÔLE QUE LES FEMMES ONT À JOUER EN CES TEMPS D'APRÈS CRISE, COMPTANT SUR LEUR ÉNERGIE ET LEUR INÉPUISABLE POTENTIEL. LE MONDE A BESOIN DE LEUR MANIÈRE DE VOIR DIFFÉRENTE ET DE LEUR DÉTERMINATION À IMPOSER L'INTÉGRATION, DANS LE CHAMP AUJOURD'HUI OMNIPOTENT DE L'ÉCONOMIE, DE NOUVELLES DIMENSIONS HUMAINES ET CULTURELLES. SELON UN SONDAGE IFOP, LA MAJORITÉ DES PARTICIPANTES DU FORUM SONT DÉJÀ CONVAINCUES QUE LES MEILLEURS ACTEURS DU CHANGEMENT SONT LES INDIVIDUS. LES SOCIÉTÉS DOIVENT FAIRE FACE À DES DÉFIS CRUCIAUX. ET LE FORUM A DONNÉ AUX FEMMES UNE GÉNÉREUSE MOISSON D'IDÉES, DE MEILLEURES PRATIQUES, DE MODÈLES D'INSPIRATION, UNE OUVERTURE D'ESPRIT ENCORE PLUS AIGUISÉE ET DE L'ENTHOUSIASME POUR PERSÉVÉRER DANS LEUR VOLONTÉ DE CHANGER LE MONDE. IL FAUT DÉSORMAIS VOIR PLUS LOIN, ET PENSER PLUS GRAND !*



*From left to right : A-N. Idrac, I. Bokova, A. Zieseniss de Thuin, Z. Manase, C. Ockrent*

Moreover, peace is still to be achieved in many parts of the world. Aude Zieseniss de Thuin urged all to emulate Zainab Salbi from “Women for Women International initiative” who on March 8th, 2010, will be on a bridge with 40,000 linking Congo and Rwanda.

She concluded by thanking the Women’s Forum Strategic Partners and invited the audience to the 6th Women’s Forum Global Meeting in October 2010. Once again, with the shared objective of trying to change the world!

**“WE NEED SYMBOLS. WE NEED ACTIONS. WE NEED TO THINK BIG. LET’S SHARE THIS, AND LET’S MAKE IT HAPPEN!!”**

Aude Zieseniss de Thuin



## PROGRAMME

# The Women's Forum 2009 programme

### WEDNESDAY, OCT. 14

16:30-19:00 REGISTRATION

19:00-21:30 *Welcome reception*

### DAY 1: THURSDAY, OCT. 15

07:30-09:00 REGISTRATION

09:00-09:40 WOMEN'S FORUM WELCOME

**Aude Zieseniss de Thuin**, Founder and President, The Women's Forum for the Economy & Society, France

With a special performance of the song "Woman, just a woman" which she has composed for the 2009 Women's Forum by: **Arielle Dombasle**, Actress, composer and singer, France

09:40-10:45 **Opening plenary: THINK AGAIN, THINK AHEAD!**

• Moderator:

**Tian Wei**, Lead Presenter, "Dialogues," CCTV, PRC

• Speakers:

**Janine Benyus**, President, Biomimicry Institute, USA

**Thérèse Delpech**, Director of Strategic Studies, French Atomic Energy Commission (CEA), and Researcher, CERI, France

**Ghassan Salamé**, Professor of International Relations, Institut d'Etudes Politiques, France

**Barry Schwartz**, Dorwin Cartwright Professor of Social Theory and Social Action, Swarthmore College, USA

10:45-11:30 **Networking break/Discovery Hall**

The Discovery Hall offers occasions to reveal intriguing new ideas, to make unusual encounters and to find innovative approaches of concrete relevance to participants. There was no formal sessions scheduled during this first time period. Instead, delegates were invited to explore the different areas in the Hall, sign up for those Discovery sessions which had restricted access, and network at the central coffee bar.

Discovery Corners at the 2009 Women's Forum:

**Coaching Corner** hosted by Champagne Pommery

**Cartier Women's Initiative Awards** hosted by Cartier

**Diversity Club** in partnership with The Boston Consulting Group – Members: August & Debouzy, FedEx Express, GDF SUEZ, Lenovo, Les Echos, L'Oréal, Orange and Renault-Nissan Alliance

**Goldman Sachs 10,000 Women** hosted by Goldman Sachs Group

**Internet Centre & Brainstorming Corner** hosted by Capgemini Consulting

**Magritte Museum** hosted by GDF SUEZ

**Official Delegation: Middle East** in partnership with France 24, Lafarge, Thales

**Special Delegation: Asia** in partnership with Safran

**Sustainability Club** in partnership with PricewaterhouseCoopers – Members: Agence du Don en Nature, Lafarge and Safran

**Rising Talents** in partnership with Egon Zehnder International, Eurazeo, ForbesWoman and Solera Capital

**Women for Education Wall** in partnership with ELLE, ELLE Foundation and Renault-Nissan Alliance

**Writer's Corner** hosted by L'Oréal Corporate Foundation

11:30-11:45 **Participant plenary interviews: SPEAKING OUT**

• Moderator:

**Hilary Bowker**, Bowker Media + Communications, UK

Participants:

**Pierre Nougué**, Founder and Executive CEO, Reporters d'Espoirs, France

**Gülseren Onanç**, President of Kadiger (Women Entrepreneurs Association), Turkey

**Nicole Schwab**, Co-Founder, Gender Equality Project, Switzerland

**Tasha de Vasconcelos**, Supermodel, Actress and Founder, AMOR, Portugal/UK

11:45-13:00 **Plenary session: GOVERNANCE AFTER THE FALL: THE STATE AND THE POLITICS OF THE ECONOMY AFTER THE FINANCIAL CRISIS OF 2008**

• Moderator:

**Tim Sebastian**, Chairman, Doha Debates, UK

• Speakers:

**Henrietta Holsman Fore**, Chair, Holsman International and former Administrator of the US Agency for International Development and Director of US Foreign Assistance, USA

**Karen Kornbluh**, US Ambassador to the OECD

**Anne Lauvergeon**, Chair, AREVA, France

**Ngozi Okonjo-Iweala**, Managing Director, World Bank, Nigeria

13:00-13:10 **Plenary • Introduction: WELCOME TO THE WOMEN'S FORUM**

**INTERNATIONAL DELEGATIONS**

**Aude Zieseniss de Thuin**, Founder and CEO, The Women's Forum for the Economy & Society, France

13:10-14:20 **The delegations' lunch**

*Hosted by ExxonMobil*

• Speakers:

**Fatima Al Jaber**, COO, Al Jaber Group, United Arab Emirates

**Lorie D. Jackson**, Director, Women's Economic Opportunity Initiative, ExxonMobil, USA

**Deniz Ulke Aribogan**, Rector, Bahcesehir University, Turkey

**Konji Sebati**, Ambassador of South Africa to France

**Yan Lan**, Partner, Gide Loyrette Nouel Beijing, PRC

**Aude Zieseniss de Thuin**, Founder and President, The Women's Forum for the Economy & Society, France

14:30-14:55 **CEO plenary interview: GET SERIOUS/MAKE A DIFFERENCE**

• Moderator:

**Hilary Bowker**, Bowker Media + Communications, UK

Speaker:

**Carlos Ghosn**, Chairman and CEO, Renault Nissan Alliance, France



#### 14:55-15:15 WOMEN FOR EDUCATION AWARD, ELLE-WOMEN'S FORUM

##### *Sponsored by the Renault-Nissan Alliance*

###### • Speakers:

**Carlos Ghosn**, Chairman and CEO, Renault-Nissan Alliance, France

**Karine Guldemann**, General Manager, ELLE Foundation, France

**Valérie Toranian**, Editor-in-Chief, ELLE Magazine, France

**Aude Zieseniss de Thuin**, Founder and President, The Women's Forum for the Economy & Society, France

*The 2009 Women for Education Award Recipient(s)*

#### 15:15-16:30 Plenary session: THE NEW GLOBAL BUSINESS ENVIRONMENT: PROTECTIONISM, REGULATION, RESPONSIBILITY – AND GROWTH?

###### • Moderator:

**Maria Livanos Cattai**, Chair, Petroplus Holdings, Switzerland

###### • Speakers:

**Gary Litman**, Vice-President, Europe Policy and Initiatives, US Chamber of Commerce, USA

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

**Laurence Parisot**, President, Mouvement des entreprises de France (MEDEF), France

**Yan Lan**, Partner, Gide Loyrette Nouel Beijing, PRC

#### 15:15-16:30 Discovery interviews in the Writer's Corner

**Florence Noiville**, Journalist, Le Monde, France : Author of *J'ai fait HEC et je m'en excuse* (Stock, 2009)

**Barry Schwartz**, Dorwin Cartwright Professor of Social Theory and Social Action, Swathmore College, USA : Author of *The Paradox of Choice: Why More is Less* (Harper Perennial, 2004)

**Christine Orban**, *N'oublie pas d'être heureuse* (Albin Michel, 2009)

**Maria Nowak**, President, l'Association pour le droit à l'initiative économique (ADE), France : Author of *On ne prête pas qu'aux riches* (Lattès, 2005)

#### 16:45-17:45 Networking break/Discovery Hall

##### *Diversity Club: Diversity in action*

###### • Moderator:

**Anne Bauer**, Les Echos, France

###### • Introduction

**Jean-Michel Caye**, Partner and Managing Director, The Boston Consulting Group, France

**Marine Liboz**, VP International Business Development, Partnership & Marketing, Women's Forum for the Economy and Society, France

**Agnès Audier**, Partner & Managing Director, The Boston Consulting Group, France

###### • Introduction of legal issues:

**Marie-Hélène Bensadoun**, Partner, August & Debouzy, France

###### • Speakers:

**Jean-Claude Le Grand**, HR Director Consumer Products/ Corporate Diversity Director, L'Oréal, France

**Laurent Depond**, VP Diversity & Inclusion, Orange, France

**Mouna Sepehri**, Director of the Alliance CEO Office Renault-Nissan Alliance, France

##### *Internet Centre & Brainstorming Corner*

*The current digital revolution and development of a new intangible economic model: A new corporate model to develop in a networked world*

###### Speaker:

**Patrick Ferraris**, Vice-President, Capgemini Consulting, France

##### *Margritte Museum Portraits of Egyptian women*

###### Speaker:

**Patrick Longueville**, Senior Vice-President, Operations & Trading, GDF SUEZ, France

#### Official Delegation Middle East: *Women's career in the Middle East*

###### • Moderator:

**Nahida Nakad**, Head of News, Arabic Service, France 24, Lebanon/France

###### • Speakers:

**Diala Al Haj Aref**, Minister of Social Affairs and Labor of Syria

**Yves Barou**, SVP Human Resources, Thales, France

##### *Writer's Corner 100,000 years of Beauty The origins of beauty*

###### • Moderator:

**Irène Frain**, Author of *Au royaume des femmes*, France

###### • Authors:

**Elisabeth Azoulay**, Ethnologist, General Editor of *100,000 Years of Beauty*, France

**Elisabeth Daynes**, Sculptor, France

**Bruno Maurielle**, Prehistorian, Anthropologist, CNRS/ University of Bordeaux, France

**Yvette Taborin**, Prehistorian, University of Paris I Sorbonne, France

#### 18:00-19:15 Roundtable: RESTORING HOPE, RISK AND ENTREPRENEURSHIP

###### • Moderator:

**Francesca Donner**, Editor, www.forbeswoman.com, USA

###### • Speakers:

**Dorcas Muthoni**, CEO, Openworld, Kenya (2009 Women's Forum Rising Talent)

**Maria Nowak**, President, l'Association pour le droit à l'initiative économique (ADE), France

**Sháá Wasmund**, Founder and CEO, Smarta.com, UK (2009 Women's Forum Rising Talent)

#### 18:00-19:15 Roundtable: CONSUMING: IS THERE A POST-CRISIS CONSUMER? A GLOBAL CONSUMER? DO WE WANT A CONSUMER BEHAVIOUR SHIFT? WHICH ONE?

###### • Moderator:

**Hung Huang**, CEO, China Interactive Media Group

###### • Speakers:

**Mercedes Erra**, Executive President Euro RSCG Worldwide, Managing Director of Havas, and Founder of BETC Euro RSCG, France

**Patricia Frydman-Maarek**, Head of Market Research and Consumer Insights, L'Oréal Consumer Division, France

**Meglana Kuneva**, European Commissioner for Consumers, Bulgaria

**Antonella Mei-Pochtler**, Senior Partner & Managing Director, Vienna, The Boston Consulting Group, Italy

**Valérie Toranian**, Editor-in-Chief, ELLE Magazine, France

#### 18:00-19:15 Roundtable: HOW CAN WOMEN BE A GREATER FORCE FOR DEMOCRACY IN THE WORLD TODAY?

###### • Moderator:

**Christine Ockrent**, COO, French Television and Radio World Service, France

###### • Speakers:

**Fadela Amara**, Secretary of State of France for Urban Policies

**Hind Khoury**, Delegate General for Palestine in France

**Olubanke King-Akerele**, Minister of Foreign Affairs of Liberia

**Phumzile Mlambo-Ngcuka**, former Deputy President of South Africa

#### 18:00-19:15 Work session: FROM AID TO EMPOWERMENT: WILL THE NEW FOCUS ON EMPOWERING COMMUNITIES REPLACE TRADITIONAL AID?

##### *Hosted by The Coca-Cola Company*

###### • Introduction:

**Dominique Reiniche**, President, Coca-Cola Europe Group, France

###### • Moderator:

**Philippe Le Corre**, Partner, Publicis Consultants, France

## PROGRAMME

- Speakers:

**Charlyn Belluzzo**, Managing Partner, Corso Partners LLC and Special Advisor, Strategic Partnerships, HopeLab, USA

**Adrian Hodges**, Author and former Managing Director, the Prince of Wales International Business Leaders Forum, UK

**Molly Melching**, Founder and Executive Director, Tostan, Senegal

**Alyse Nelson**, President and CEO, Vital Voices Global Partnership, USA (2009 Women's Forum Rising Talent)

**Norah Odwesso**, Public Affairs and Communications Director for Coca-Cola East and Central Africa, Kenya

### 19:30-20:00 Musical performance: ROKIA TRAORE SINGS

*Hosted by Vivendi*

- Introduction:

**Pascale Thumerelle**, Vice-President, Sustainable Development, Vivendi, France

### 20:00-22:30 Opening dinner

*Hosted by Barclays*

- Introduction:

**Laurence Peyraut-Bertier**, Marketing Director and Diversity Champion, GRCB Western Europe, France

- Moderator:

**Patricia Ricard**, Chairwoman, Paul Ricard Oceanographic Institute, France  
Speaker:

**François Sarano**, Co-author and Scientific Advisor for *Oceans*, Co-founder, Longitude 181 Nature, France

## DAY 2: FRIDAY, OCT. 16

### 07:45-09:00 Working breakfast: THE NEXT MOVEMENT: WOMEN ENTREPRENEURS DRIVING GLOBAL ECONOMIC GROWTH

*Hosted by Goldman Sachs 10,000 Women*

- Introduction:

**Dina Habib Powell**, Global Head of Corporate Engagement, The Goldman Sachs Group, Inc, USA

- Moderator:

**Patricia Mitchell**, President, Paley Center for the Media, USA

- Speakers:

**Valérie Gauthier**, Associate Professor and Associate Dean, HEC MBA Program, France

**Henrietta Nyirantwali**, Goldman Sachs 10,000 Women Scholar, Rwanda

**Natacha Valla**, Vice-President, Global Investment Research, Goldman Sachs Group, USA

**Melanne Verveer**, US Ambassador-at-Large for Global Women's Issues, USA

### 07:45-09:00 Working breakfast: REBIRTH THROUGH REBRANDING

*Hosted by Chartis International (formerly AIG)*

- Speaker:

**Julio A. Portalatin** Chief Executive Officer, Chartis Europe (formerly AIG Europe), USA

### 07:45-09:00 Working breakfast: PLUS ÇA CHANGE, PLUS C'EST LA MEME CHOSE ? THE TRANSATLANTIC RELATIONSHIP IN THE OBAMA ERA

*Hosted by OpenSkies*

- Introduction:

**Dale Moss**, Managing Director, OpenSkies, France

- Speakers:

**Leah Pizar**, Member of the Executive Committee, National Security Network, and former Director of Communications, White House National Security Council, USA (2009 Women's Forum Rising Talent)

**Alison Smale**, Executive Director, International Herald Tribune, France

### 07:45-09:00 Working breakfast: THE BUSINESS CASE FOR BUILDING A CRITICAL MASS OF WOMEN ON WALL STREET AND BEYOND

*Hosted by the Jacquelyn and Gregory Zehner Foundation and the National Council for Research on Women*

- Speakers:

**Linda Basch**, President, National Council for Research on Women, USA

**Jacquelyn Zehner**, A Founding Partner of Circle Financial Group and Vice-Chair, Women's Funding Network, USA

### 09:15-10:30 Plenary session: FROM ONE CRISIS TO THE NEXT: WHAT REALLY MATTERS

- Moderator:

**Alison Smale**, Executive Editor, International Herald Tribune, UK

- Speakers:

**Louise Arbour**, President-designate, International Crisis Group, Canada

**Sasha Havlicek**, Executive Director of the Institute for Strategic Dialogue, UK

**Christine Ockrent**, French Television and Radio World Service, France

**Dina Habib Powell**, Global Head of Corporate Engagement, The Goldman Sachs Group, Inc, USA

**Zainab Salbi**, Founder, Women for Women International, Iraq

### 09:15-10:30 Discovery interviews in the Writer's Corner

**Isabelle Germain**, Journalist and author of *Si elles avaient le pouvoir*, Larousse, France

**Brigitte Grésy**, Inspector General for Social Affairs, France: Author of *Petit traité contre le sexisme ordinaire* (Editions Albin Michel, 2009)

**Zoya Phan**, Author and International Coordinator, Burma Campaign UK, Burma : Author of *The Little Daughter* (Simon and Schuster, 2009)

**Clara Rojas**, *Captive*, Plon 2009

### 10:45-11:45 Networking break/Discovery Hall

**Special Delegation Asia: China, country of innovation?**

- Moderator:

**Caroline Puel**, Asia Bureau Chief, Le Point, PRC

- Speakers:

**Christine Loh**, CEO, Civic Exchange, Hong Kong

**Lien SiaouSze**, Senior Executive Coach, Mobley Group Pacific, Singapore

**Yan Lan**, Partner Gide Loyrette Nouel, PRC

**Magritte Museum** *Mentoring as a female leadership tool*

- Speakers:

**Ingrid Bianchi**, CEO, Diversity Source Manager, France

**Elena Fourès**, Founder and CEO, Idem per Idem, France,

**Martine Gavelle**, Vice-President of Talent Development Service, GDF SUEZ, France

**Nadine Lemaitre**, Chairman, GDF SUEZ University, Belgium

**Writer's Corner** *Beauty, love and creation*

- Moderator:

**Monique Canto-Sperber**, Director, Ecole Normale Supérieure, France

- Speakers :

**Monique Friedman**, Painter, France

**Claude Habib**, Specialist in 18th century literature and Professor, University of Paris III, France

**Sustainability Club** *Do business and biodiversity go together?*

- Moderator:

**Quentin Soissons**, Sustainability consultant, PricewaterhouseCoopers, France

- Speaker:

**Sara Ravella**, SVP Group Communications, Lafarge, Italy

**12:00-13:30 Brainstorming lunch: BUSINESSES, STATES AND PEOPLE: RECOGNIZING OUR NEW RESPONSIBILITIES**

*Hosted by the Mazars Group*

- Moderator:

**Diane Brady**, Senior Editor & Content Chief, BusinessWeek, USA

- Discussion leaders:

**Patrick de Cambourg**, CEO, Mazars Group, France

**Henrietta Holsman Fore**, Chair, Holsman International and former Administrator of the US Agency for International Development and Director of US Foreign Assistance, USA

**12:00-13:30 Meet with lunch: ELIF SHAFK, AUTHOR OF BLACK MILK AND THE BASTARD OF ISTANBUL**

- Moderator:

**Irène Frain**, Author of *Au royaume des femmes*, France

- Speaker :

**Elif Shafak**, Author of *Lait noir* and *The Bastard of Istanbul*, Turkey

**12:00-13:30 Meet with lunch: GREEN EGGS AND HAM: SUSTAINABLE AGRICULTURE TO FEED THE WORLD**

*Hosted by Nespresso*

- Moderator:

**Guillaume Le Cunff**, International Marketing & Strategy Director, Nespresso, France

- Speaker:

**Alzbeta Klein**, Regional Manager and Chief Investment Officer Agribusiness, International Finance Corporation, Canada

**12:00-13:30 Meet with lunch: FINDING THE COURAGE**

*Hosted by Ernst & Young*

- Introduction:

**Beth Brooke**, Global Vice-Chair, Ernst & Young, USA

- Moderator:

**Christine Ockrent**, COO, French Television and Radio World Service, France

- Speakers:

**Suraya Pakzad**, Executive Director, Voice of Women Organization, Afghanistan

**Zoya Phan**, Author and International Coordinator, Burma Campaign UK, Burma (2009 Women's Forum Rising Talent)

**Melanne Vermeer**, US Ambassador-at-Large for Global Women's Issues

**12:00-13:30 Meet with lunch: ANOUSHEH ANSARI, THE FIRST MUSLIM WOMAN ASTRONAUT**

*Hosted by Dassault Aviation*

- Welcome and Introduction:

**Jacqueline Meyson**, Advisor to the President and CEO, Dassault Aviation, France

- Speaker:

**Anousheh Ansari**, Co-Founder and Chairman, Prodea Systems, Inc., Iran/USA

**13:45-15:00 Plenary in parallel: VALUES, TOOLS AND SKILLS FOR LEADERS ARE WE LEARNING TO LEAD DIFFERENTLY?**

- Moderator:

**Patricia Mitchell**, President, Paley Center for the Media, USA

- Speakers:

**Beth Brooke**, Global Vice-Chair, Ernst & Young, USA

**Brigitte Grésy**, Inspector General for Social Affairs, Social Affairs Ministry, France

**Ndidi Nwuneli**, Founder and Director, LEAP Africa, Nigeria

**Melanne Vermeer**, US Ambassador-at-Large for Global Women's Issues, USA

**13:45-15:00Plenary in parallel: THE REAL VECTORS OF CHANGE FOR THE ENVIRONMENT**

- Moderator:

**Tim Sebastian**, Chairman, Doha Debates, UK

- Speakers:

**Changhua Wu**, President, Climategroup, PRC

**Vivienne Cox**, former Executive Vice-President and CEO of Alternative Energy, BP, UK

**Bruno Lafont**, Chairman and CEO, Lafarge Group, France

**Christine Loh**, CEO, Civic Exchange, Hong Kong

**Ana Palacio**, Senior Executive Vice-President, Foreign Relations AREVA, Spain

**Lee Stein**, Managing Director, Virtual Group, LLC, and Founder, Chairman and CEO, Prize Capital, USA

**15:15-15:30 Participant plenary interviews: SPEAKING OUT**

- Moderator:

**Hilary Bowker**, Bowker Media + Communications, UK

- Participants:

**Nadereh Chamlou**, Senior Advisor to the Chief Economist, Middle East and North Africa Region The World Bank, USA

**Corinne Hirsch**, Coordinator, Baromètre de confiance des femmes cadres, France

**Zodwa Manase**, Chairperson, State Information Technology Agency, South Africa

**Patricia Mitchell**, President, Paley Center for the Media, USA

**15:30-16:15 Plenary interview: RETHINKING GROWTH FOR EUROPE IN THE CONTEXT OF ITS PARTNERS AND COMPETITORS**

- Moderator:

**Maria Livanos Cattai**, Chair, Petroplus Holdings, Switzerland

- Speakers:

**Clara Gaymard**, International Government Leader & President, General Electric, France

**Anne-Marie Idrac**, Secretary of State for Foreign Trade, France

**Katrin Juliusdottir**, Minister of Industry, Energy and Tourism, Iceland

**16:30-17:30 Networking break/Discovery Hall**

**Coaching Corner** *Unlocking high performance and wisdom – a woman's asset for balance and stress management*

- Moderator:

**Guillaume Caunègre**, Osteopath D.O., Founder and CEO, the Osteotherapeutics Institute (USA), France

**Diversity Club** *Diversity In Action*

- Moderator:

**Anne Bauer**, Les Echos, France

- Introduction:

**Agnès Audier**, Partner & Managing Director, The Boston Consulting Group, France

**Jean-Michel Caye**, Partner and Managing Director, The Boston Consulting Group, France

**Aude Zieseniss de Thuin**, President and Founder, Women's Forum for the Economy and Society, France

- Introduction legal issues:

**Marie-Hélène Bensadoun**, Partner, August & Debouzy, France

- Speakers:

**Nathalie Amiel-Ferrault**, Managing Director Communications and Brand, FedEx Express, Europe, Middle East & Africa

**Isia Ramos-Chaves**, Director Of Strategy & Business Optimization, Lenovo, France

## PROGRAMME

**Internet Centre & Brainstorming Corner** *Deciphering a changing world: What changes will trigger tomorrow's business transformations? From restructuring in a downturn to see changes that will transform business management*

• Speaker:

**André-Benoît de Jaegere**, Vice-President, Capgemini Consulting, France

**Official Delegation Middle East: Infrastructure as a driver for business development in the Middle East**

• Moderator:

**Nahida Nakad**, Head of News, Arabic Service. France 24, Lebanon/France

• Speaker:

**Bruno Lafont**, Chairman and CEO, The Lafarge Group, France

**Parwen Babaker**, Former Industry Minister, Kurdistan, Manager of WZA Petroleum and Bezhan pet. for oil service, Irak

**Writer's Corner** *100,000 Years of Beauty Beauty between norms and freedom*

• Moderator:

**Irène Frain**, Author of *Au royaume des femmes*, France

• Authors:

**Elisabeth Azoulay**, Ethnologist, General Editor of *100,000 Years of Beauty*, France

**Dalibor Frioux**, Philosopher, Ministry of Education, France

**Marc Nouschi**, Historian, Ministry of Culture, France

**17:45-19:00 Roundtable: BUSINESS INNOVATION: THE UPSIDE OF THE DOWNSIDE?**

• Moderator:

**Diane Brady**, Senior Editor & Content Chief, BusinessWeek, USA

• Speakers:

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

**Anousheh Ansari**, Co-Founder and Chairman, Prodea Systems, Inc., Iran/USA

**Sonja Barendregt-Roojers**, Partner Financial Services, PricewaterhouseCoopers Accountants N.V., Netherlands

**Catherine Ladousse**, Executive Director, Corporate Marketing & Communications, Lenovo EMEA, France

**Tariq Qureshi**, Founder and CEO, Vantage Group, Pakistan

**17:45-19:00 Roundtable: SUSTAINABILITY AS A 'KILLER APP'**

• Moderator:

**Liz Padmore**, Independent consultant and international advisor, UK

• Speakers:

**Dawn Danby**, Sustainable Design Program Manager, Autodesk, Canada (2009 Women's Forum Rising Talent)

**Odile Desforges**, Executive Vice-President, Engineering & Quality, Renault, France

**Penny Low**, Founder and President, Social Innovation Park, Singapore

**Pascale Thumerelle**, Vice-President, Sustainable Development, Vivendi, France

**17:45-19:00 Roundtable: RESILIENCE: LESSONS FOR THE OVER-DEVELOPED WORLD**

• Moderator:

**Marina Mahathir**, Columnist, blogger, HIV and women's rights activist, Malaysia

• Speakers:

**Anna Neistat**, Senior Researcher, Human Rights Watch, USA

**Daphne Mashile-Nkosi**, Chairperson, Kalagadi Manganese, South Africa

**Clara Rojas**, Author and former Vice-Presidential Candidate, Colombia

**17:45-19:00 Roundtable: INVESTMENT: LOOKING AHEAD, INVESTMENT TRENDS AND STRATEGIES**

• Moderator:

**Toddi Gutner**, Journalist and Columnist, Communications Strategist, founder TLGutner LLC, USA

• Speakers:

**Halla Tomasdottir**, Co-Founder, Audur Capital, Iceland (2009 Cartier Women's Initiative Award finalist)

**Jacquelyn Zehner**, A Founding Partner of Circle Financial Group and Vice-Chair, Women's Funding Network, USA

**17:45-19:00 Work session: NEW GENERATION, NEW TECHNOLOGIES, NEW MODELS: GETTING READY FOR THE LEARNING AND DEVELOPMENT REVOLUTION Hosted by CEGOS**

• Speakers:

**Paulina Bozek**, Development Director, Atari, Canada (2009 Women's Forum Rising Talent)

**Dawn Cheyrouze**, SVP & Regional HR Director, Chartis Europe, USA

**Pascal Debordes**, Director of Training and E-Learning, CEGOS, France

**Nicola Marchant**, Global Director Strategic Workforce Planning and Diversity, AstraZeneca, UK

**19:00-22:00 Women's Forum/Cartier: THE CARTIER WOMEN'S INITIATIVE AWARD CEREMONY AND RECEPTION**

• Moderator:

**Hung Huang**, CEO, China Interactive Media Group, PRC

• Speakers:

**Bernard Fornas**, President and CEO, Cartier, France

**Aude Zieseniss de Thuin**, Founder and President, the Women's Forum for the Economy and Society, France

- **Virginia Littlejohn**, Jury President North America

- **Wendy Luhabe**, Jury President Africa

- **Loïc Sadoulet**, Professor of Economics and head of the Africa initiative, INSEAD

- **Spiros Voyadzis**, Jury President Europe

- **Joyce Ventura**, Jury President Latin America

- **Yang Lan**, Jury Member Asia

- Laureates 2009

## DAY 3: SATURDAY, OCT. 17

**09:15-10:30 Plenary in parallel: FROM NEW TECHNOLOGIES TO NEW SOCIETIES?**

• Moderator:

**Roger Bingham**, Co-founder and Director of The Science Network, UK

• Speakers:

**Delphine Ernotte**, Director of Sales and Service, Orange, France

**Nita Farahany**, Associate Professor of Law and Associate Professor of Philosophy, Vanderbilt University, USA

**Bruno Giussani**, European Director, TED, Switzerland

**Jessica Jackley**, Co-Founder Kiva.org, USA

**09:15-10:30 Plenary in parallel: SELF-CONFIDENCE, COSMETICS AND SOCIAL BONDING**

• Moderator:

**Yang Lan**, CEO, Sun Media and Chair of Sun Culture Foundation, PRC

• Speakers:

**Yolaine de Linarès**, Director of Strategic Foresight and Innovation, L'Oréal Research, France

**Dominique Desjeux**, Anthropologist and Professor on the Faculty of the SHS-Sorbonne, University Paris Descartes, CERLIS/CNRS, France

**David Le Breton**, Sociologist and Professor, University of Strasbourg 2-Marc Bloch, URA-CNRS, France

**Stéphane Malysse**, Associate Professor, University of Sao Paulo and Associated Researcher in Anthropology, Goldsmith College (London), France/Brazil

**10:30-11:30 Networking break/Discovery Hall**

**Coaching Corner** *Generate positive change for your personal identity – empower yourself and restore balance within*

**Guillaume Caunègre**, Osteopath D.O., Founder and CEO, the Osteotherapeutics Institute (USA), France

**Special Delegation Asia:** *What are the top 5 challenges for tomorrow's leaders around Asia? Can "business as usual" survive the global crisis, the environmental crisis, the social crisis?*

• Moderator:

**Marina Pok**, Founder, Ethical Steps, Former Under Secretary of State for Foreign Affairs, Kingdom of Cambodia

• Speakers:

**Changhua Wu**, President, Climategroup, PRC

**Penny Low**, Founder and President, Social Innovation Park, Singapore

**Sustainability Club** *Less wasting, more sharing.*

• Moderator:

**François Thueux**, Sustainability consultant, PricewaterhouseCoopers, France

• Speaker:

**Jacques-Etienne de T'Serclas**, Founding Director, Agence du Don en Nature, France

**Writer's Corner** *100,000 Years of Beauty*

*From body art to cybersapiens*

• Moderator:

**Irène Frain**, Author of *Au royaume des femmes*, France

• Authors:

**Elisabeth Azoulay**, Ethnologist, General Editor of *100,000 Years of Beauty*, France

**Françoise Gaillard**, Philosopher, University of Paris 7 and New York University, France

**ORLAN**, Artist, France

**David Le Breton**, Sociologist, Anthropologist, CNRS/University of Strasbourg, France

**11:45-12:00 Participant plenary interviews: SPEAKING OUT**

• Moderator:

**Hilary Bowker**, Bowker Media + Communications, UK

• Participants:

**Constanza Ceruti**, Scientific Investigator, National Council for Scientific Research and Professor of Inca Archaeology, Catholic University of Salta, Argentina (2009 Women's Forum Rising Talent)

**Isil Ayranci Kilinç**, Schlumberger Foundation Faculty for the Future Fellow, Turkey

**Christine Norberg-Francille**, Project Development Director, Sodexo, Sweden

**Carole Podetti**, Founder and Managing Director for the Valued Citizens Initiative, South Africa

**12:00-12:25 Plenary interview: IRINA BOKOVA ON UNESCO**

• Moderator:

**Monique Canto-Sperber**, Director, Ecole Normale Supérieure, France

• Speaker:

**Irina Bokova**, Director General-designate, UNESCO, Bulgaria

**12:25-13:40 Plenary session: CHANGING LIFE AS WE KNOW IT: THE CONSEQUENCES OF PROLONGING LIFE; THE ENHANCED HUMAN BRAIN/COMPUTER INTERFACE**

• Moderator:

**Roger Bingham**, Co-founder and Director of The Science Network, UK

• Speakers:

**Cynthia Breazeal**, Associate Professor of Media Arts and Sciences, MIT, Founder and Director, Personal Robots Group, USA

**Aubrey de Grey**, Chief Science Officer, SENS Foundation, UK

**Patricia Churchland**, Professor at the UCSD Philosophy Department, Adjunct Professor, Salk Institute for Biological Studies, and Associate, Computational Neuroscience Laboratory (Sejnowski Lab) at the Salk Institute, Canada

**Juan Enriquez**, Managing Director, Excel Venture Management, USA

**Maria Freire**, President, Albert and Mary Lasker Foundation, former CEO and President, Global Alliance for TB Drug Development, Peru/USA

**13:40-15:15 Closing lunch**

**OUTCOMES OF THE WOMEN'S FORUM GLOBAL MEETING 2009**

• Moderator:

**Hilary Bowker**, Bowker Media + Communications, UK

• Speakers:

**Anne-Marie Idrac**, Secretary of State for Foreign Trade, France

**Stéphane Truchi**, Chairman of the Executive Board of IFOP, France

**Aude Zieseniss de Thuin**, Founder and President, The Women's Forum for the Economy & Society, France



**WOMEN'S FORUM**  
FOR THE ECONOMY & SOCIETY

Building the future with women's vision

# GLOBAL MEETING 09

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15-17 October 2009 - Deauville, France

The **WOMEN'S FORUM** thanks its

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## CEO INTERVIEW

**p. 78 • Barclays** • Deanna Oppenheimer, Chief Executive Officer, Barclays UK Retail Banking

**p. 138 • Cartier** • Bernard Fornas, President & Chief Executive Officer, Cartier International

**p. 38 • GDF SUEZ** • Gérard Mestrallet, Chairman & Chief Executive Officer, GDF SUEZ

**p. 176 • L'Oréal** • Jean-Paul Agon, Chief Executive Officer, L'Oréal

**p. 90 • PricewaterhouseCoopers** • Dennis M. Nally, Chairman, PricewaterhouseCoopers International Ltd.

**p. 30 • Renault-Nissan** • Carlos Ghosn, Chairman & Chief Executive Officer, Renault-Nissan Alliance

## CORPORATE PARTNERS



### COMPANY PROFILE

All over the world, AREVA provides its customers with solutions for carbon-free power generation and electricity transmission. Ranked first in the global nuclear power industry, AREVA's unique integrated offering covers every stage of the fuel cycle. In addition, the group is developing a portfolio of operations in renewable energies. Its 75,000 employees work every day to make AREVA a responsible industrial player that is helping to supply ever cleaner, safer and more economical energy to the greatest number of people.

### REASONS FOR PARTNERING

"Women's involvement within the economic arena is a major issue. This is particularly true for the industrial sector. It may be remarked that very few of them have managed to reach high levels of responsibility. To even things out, quotas or affirmative action are not the answer. Instead I feel that women who make it to the top have a responsibility by recruiting and promoting women, for their ability and talent and not just because they are women. I am very attached to diversity and complementarity: this is what a company like AREVA values to face the realities of an increasingly complex world".

Anne Lauvergeon  
Chairman of the Executive Board



## CORPORATE PARTNERS

### august & debouzy avocats

#### COMPANY PROFILE

Founded in 1995, August & Debouzy has grown into a leading French business law firm with 110 lawyers, including 20 partners, offering its clients a comprehensive range of legal services. The firm is organised into five practice groups: Corporate Law; Tax Law; Labour and Employment Law; Commercial and Intellectual Property/IT Law; Regulatory, Product Liability and Competition Law. Through offices in Paris, Brussels and Casablanca and an international network of “Best Friends”, August & Debouzy’s clients benefit from the skills and know-how of 9,000 dedicated lawyers from 40 independent law firms.

#### REASONS FOR PARTNERING

August & Debouzy has always accorded a major role to women within its organisation. Of a total of 20 partners, 7 are women. Moreover, the position of managing partner has been occupied by a woman since its creation in 2000. More generally, our firm has always encouraged diversity among its members and we are proud to gather people from all around the globe. This commitment to diversity gives us a unique and innovative approach of our work.



THE BOSTON CONSULTING GROUP

#### COMPANY PROFILE

The Boston Consulting Group is a global management consulting firm and the world’s leading advisor on business strategy. BCG partners with clients in all sectors and regions to identify their highest-value opportunities, address their most critical challenges, and transform their businesses. Its customized approach combines deep insight into the dynamics of companies and markets with close collaboration at all levels of the client organization. This ensures that its clients achieve sustainable competitive advantage, build more capable organizations, and secure lasting results. Founded in 1963, BCG is present in 38 countries with 66 offices.

#### REASONS FOR PARTNERING

As diversity is one of BCG core values, being a partner of the Women’s Forum seemed natural. We are convinced that diversity is fundamental to our success in delivering tangible and positive change to our clients and is essential to create a work environment in which new ideas emerge. As women are and will become more important in the global economy, we are determined to promote women among BCG teams and support their success at our clients. We are proud to offer our most talented women the occasion to attend this unique event which contributes to bringing new ideas to the world.

## CORPORATE PARTNERS



### COMPANY PROFILE

Orange is the key brand of France Telecom, one of the world's leading telecommunications operators. France Telecom serves close to 184 million customers in five continents of which two thirds are Orange customers. The Group had 123 million mobile customers and 13 million broadband Internet (ADSL) customers as of March 31, 2009. Orange is the number three mobile operator and the number one provider of broadband Internet services in Europe. Orange Business Services is one of the world leaders in providing telecommunication services to multinational companies.

### REASONS FOR PARTNERING

At Orange we believe that together we can do more. We want to liberate and inspire people with our ideas and services to connect, collaborate and co-create. We are a social catalyst, providing ways for our customers to connect with the people and things that matter to them. For all those reasons we believe it is our role to offer each woman a possibility to express herself and unlock her potential. This is why Orange has been proud to support the Women's Forum since its creation.



### COMPANY PROFILE

Sodexo serves as the strategic partner for companies, institutions and local authorities who place a premium on performance, as it has since Pierre Bellon founded the company in 1966. Sodexo's 355,000 employees design, manage and deliver an unrivalled array of comprehensive On-Site Service Solutions and Motivation Solutions. In this, Sodexo has invented a new form of service business that promotes the fulfillment of our employees and contributes to the economic, social and environmental development of the local communities with which we work.

### REASONS FOR PARTNERING

Since its creation, Sodexo is committed to promoting and respecting diversity amongst its employees, as well as encouraging the same from its suppliers and partners. In order to achieve this, Sodexo has always been keen on sharing its practices and learning from others. It is therefore with much pride that Sodexo has taken part in the Women's Forum since 2007, such an excellent global platform for discussion and action about the role of women in our economy and society.

## ASSOCIATE PARTNERS



Euro RSCG - 12 000 people, 77 countries - #6 worldwide and #1 in marketing services and interactive, is the global advertising and communication services network of the Havas group. Euro RSCG offers a broad range of communication services, including advertising, interactive communications, customer relationship management, corporate communications, sales promotion, design, events and PR.



Gide Loyrette Nouel is the only international law firm to have originated in France. Founded in Paris in 1920, the Firm now operates from 24 offices in 19 countries. It has more than 700 lawyers, including 110 partners, drawn from 50 different nationalities. By sponsoring The Women's Forum we hope to encourage our women lawyers who make nearly half of GLN's legal team, and help other women all over the world to reach their full potential and lead productive, interesting and fulfilling lives.



Ifop has been one of the pioneer and leading companies on surveys and marketing studies since 1938. Its core activities are : opinion surveys, marketing studies, panels, omnibus and phoning. In 2008, Ifop has increased its range of expertise to Luxury, New Technologies, Corporate, Marketing Trends and Strategic Planning. Ifop has reinforced its expertise by creating Qual'Ifop, which offers a 360° qualitative approach. All of the activities above share the same methodological approach online.



Ineum Consulting objectively helps its clients make strategic, operational and technological decisions through tailor-made solutions. It has 1,300 employees in Algeria, Australia, Benelux, France, Morocco, Switzerland, UK and US. As partner of the Women's Forum, Ineum Consulting wishes to share its vision of women's role in today's society and thus become a stakeholder in the enhancement of diversity.



Inventing the advertising bus shelter; installing self-service bicycle hire schemes and creating a real social phenomenon with a bright future ahead of it considering the need to protect the environment...JCDecaux has built its success by conducting a revolution of the uses as well as a revolution of the products. For the Group, Think again, think ahead serves as the company's own motto, expressed with dynamism and determination by the female executives in its management team.



Lenovo is dedicated to building exceptionally engineered personal computers. Lenovo's business model is built on innovation, operational efficiency, customer satisfaction and a focus on investment in emerging markets. Formed by Lenovo Group's acquisition of the former IBM Personal Computing Division, the company develops, manufactures and markets reliable, high-quality, secure and easy-to-use technology products and services worldwide.



Safran is a leading international high-technology group with three core businesses: Aerospace, Defense and Security. Operating worldwide, the Safran group has 54,500 employees and generated sales exceeding €10 billion in 2008. Working alone or in partnership, Safran holds world or European leadership positions in its core markets. Safran is listed on NYSE Euronext Paris.

With the support of Lucien Barrière Group, Chabé Limousines, Fratelli, Sciences Po Paris, Town of Deauville

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