



WOMEN'S FORUM GLOBAL MEETING 15

DEAUVILLE, FRANCE | 14-15-16 OCTOBER 2015



WOMEN'S FORUM
FOR THE ECONOMY & SOCIETY

Building the future with women's vision

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INITIATIVE



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Energizing the world!

Women's Forum Global Meeting

14-16 October, 2015

Deauville, France

Version of 20 Oct. 2015

Your task is not to foresee the future, but to enable it.

Antoine de Saint Exupéry, *Citadelle*

Our future is notoriously unpredictable. Part of the reason is that, as the creative species, people keep producing new scientific and technological innovations, changing our business models, questioning political institutions, and challenging social norms. We can fight this churn. Or we can live it with energy and confidence – acting together to seek to produce a better tomorrow.

Building on the theme of *Energizing the world!*, the 11th edition of the Women's Forum Global Meeting will feature three agenda streams, each a major avenue where women leaders can join their peers, male and female, to enable our future:

Addressing vital needs

How are we going to address people's vital needs – and not unequally, but rather by way of new methods to ensure access for all?

Crafting the future

Important scientific and technological advances already under way will further disrupt business models, even as they open exciting (if sometimes frightening) new socio-political prospects. How can we or should we engage with their multiple implications?

Creative fires

If we want to make a better world tomorrow, we have to listen to young people – whose world it will be – and to create the conditions to allow entrepreneurship and creativity to flourish. What are some of the best ways to accomplish this?

The agenda streams guide both the general program this year and The Discovery, the Women's Forum's signature space. This year, we have expanded the Hub concept in the Discovery to include Hubs for Creativity, Arts, Tech, Future of Health, Governance and Social Impact. We are also delighted to feature our Women's Forum initiatives in the Discovery: CEO Champions, Rising Talents, Women in Media, Women for Change, and the Cartier Women's Initiative Awards.

In 2015 the Women's Forum Delegation comes from Singapore, and we also have large groups attending from Tunisia and South Africa. There are top-level executives, startup leaders, social entrepreneurs, experts, policymakers and the media participating in this 11th edition...the right stuff indeed for *Energizing the world!*

ON THE AGENDA OF THE 11TH EDITION

PLENARIES

SESSIONS IN PARALLEL

DISCOVERY SESSIONS (next page)

Addressing vital needs	Crafting the future	Creative fires
<p>How do you energize the world?</p> <p>How are digital technologies driving poverty reduction?</p> <p>Is “less is more” the solution to addressing vital needs?</p> <p>Energizing the world: The role of the December climate conference</p> <p>Energizing my country’s policies and laws</p> <p>Agri-tech breakthroughs to feed a hungry world</p> <p>The transformative potential of the digital currency movement</p> <p>Is handwashing really 9/10 of creating better sanitation?</p> <p>Gimme shelter: Narrowing the affordable housing gap in the world’s cities</p> <p>Innovators for clean energy</p>	<p>Five sci tech advances revolutionizing our near future</p> <p>On the cusp: The promise of breakthrough brain research</p> <p>Crafting a career in the era of smart machines</p> <p>Building gender equality in society, building growth</p> <p>How will car sharing and mobile apps change urban transportation?</p> <p>Social media marketing: How to reach fragmented communities and people with limited attention spans?</p> <p>Will data-driven shopping lead us back to brick-and-mortar stores?</p> <p>Cybersecurity: Meeting the growing commercial national/international challenges</p> <p>Inventing the future of space</p> <p>Priming women to lead in the new technology era</p>	<p>Cartier Women’s Initiative Awards ceremony</p> <p>Energizing learning</p> <p>Energizing women’s capacities in crisis situations</p> <p>Lighting many fires</p> <p>New leaders for a new world?</p> <p>Appearance of Wided Bouchamaoui, 2015 Nobel Peace Prize Laureate</p> <p>Creativity takes playing around</p> <p>Intrapreneurship: A new model – or a new buzzword – for successful innovation by large companies?</p> <p>Leading with relational intelligence</p> <p>Coming back from death: A conversation with Ramona Pierson</p>

The Discovery 2015

Addressing vital needs	Crafting the future	Creative fires
<p>Boosting social impact today and for tomorrow</p> <p>Designing a healthy life</p> <p>Counterfeited medicines: A global, fast-growing and lethal crime</p> <p>Social enterprise for social impact</p> <p>A welcoming heart without borders</p> <p>Climate change and health: Do women have a specific role to play?</p> <p>Partnering for social empowerment for women: A corporate leaders view</p> <p>How to reconcile best performance and responsibility?</p> <p>Digital health is rising!</p> <p>How gender integration can boost entrepreneurial solutions to poverty</p> <p>Discover a new model for cross-sector collaboration for women and girls</p>	<p>How can we spark innovation?</p> <p>A new experience of culture: Digital technologies transforming the public's experience of art</p> <p>Are YOU curious about biotechnology?</p> <p>If technological innovation drives social changes, what's our role?</p> <p>Life at the heart of the Industry 4.0 revolution</p> <p>Engineering: Making a dream come true!</p> <p>Women innovation Hackaton</p> <p>Women in cities</p> <p>Is the digital world transforming us into super heroines?</p> <p>Thinking big about technology, engineering and innovation</p> <p>The future of work in MENAT</p> <p>Our way of empowering women in the work place and society</p> <p>How can the cultural sector best respond to the challenges of the digital age?</p>	<p>Succeed in your director's role</p> <p>The UAE Gender Balance Council: A new reference point</p> <p>Unleash your entrepreneurial potential – dare to innovate!</p> <p>Bring life (back) into the European dream: An intergenerational debate</p> <p>The future of wellness</p> <p>Well being and the car</p> <p>Cultural sustainability: The role of folk art in modern design</p> <p>Pumping oil and pumping hearts</p> <p>Women artists at the end of the 19th Century</p> <p>How women's networks are driving creativity, innovation and success</p> <p>What's on company boards agenda today?</p> <p>Making it to the top: Accelerating women's progress</p> <p>Meet and mingle with the start-ups</p> <p>The disruptive health innovation for the next decade: Hype or hope?</p>

Crosscutting

Cartier Women's Initiative Awards: Inspired by nature -- The increasing need to be connected... locally -- Feeding the future: Creating a better supply chain -- Improving science through technology

Women for Change: Women for Change debate: From personal commitment to collective action in Mediterranean countries -- Women for change Award Ceremony

CEO Champions: Meet the leaders who are advancing women in the private and public sectors

Rising Talents: Energizing your environment, energizing yourself!

The Singapore Delegation: The rise of smart cities in Asia: Reality or urban utopia?

Women in Media: Online press: What's next? -- Radio: The rebirth -- What future for television? -- The role of Yahoo and Google in the media landscape -- Taking the stage: How women experts stand out in the media

Wednesday, 14 October

12:00-13:45

La Villa Le Cercle

Welcome cocktail reception hosted by the Mayor of Deauville

14:15-14:30

Plenagora

Forum welcome

MC:

Gillian Martin-Mehers, Co-founder, Bright Green Learning

Speaker:

Clara Gaymard, President, Women's Forum for the Economy & Society, and President & CEO, GE France

14:30-15:30

Plenagora

How do you energize the world?

The what, why, and how of my life work: two business leaders, an architect and an astronaut stir our imaginations with their stories of how they are making a positive difference in their chosen fields.

Moderator:

Linda Wertheimer, Senior Correspondent, NPR

Speakers:

Olajumoke Olufunmilola Adenowo, Principal Partner, AD Consulting Limited

Anousheh Ansari, Co-founder and Chairman, Prodea Systems

Michel Landel, Group CEO, Sodexo

Mouna Sepehri, Executive Vice-President, Office of the CEO, Renault Group

15:30-16:00 Networking break

16:00-17:00

Plenagora

How are digital technologies driving poverty reduction?

People tend to be utopian when it comes to the digital revolution. So what are some of the best examples of how digital is improving the life conditions and livelihoods of very poor people? And what do these examples tell us about what digital can achieve – the conditions for digital poverty alleviation – and also about where we must look to other processes for change?

Moderator:

Yana Kakar, Global Managing Partner, Dalberg

Speakers:

Kathryn Brown, President and CEO, the Internet Society

Musimbi Kanyoro, President and CEO, Global Fund for Women

Kentaro Toyama, the WK Kellogg Associate Professor of Community Information at the University of Michigan School of Information

17:00-17:15

Plenagora

Building gender equality in society, building growth

By McKinsey & Company

The McKinsey Global Institute has established the link between gender inequality in society and gender inequality at work. Focusing on ten burning issues could change the game for 75% of the women affected by gender inequalities globally, and potentially add \$12 trillion to worldwide GDP in 2025.

Speakers:

Sandrine Devillard, Director, McKinsey & Company France

Anu Madgavkar, Senior Fellow, McKinsey Global Institute

17:15-17:30 Room change

17:30-18:15

Blue agora

Energizing my country's policies and laws

A discussion among women ministers and parliamentary leaders on what they most wish to change in their countries, how they have already worked towards this, and what is needed to be done. A fantastic way to exchange on political leadership and learn about the inside about policy developments in other countries.

Moderator:

Julia Harrison, Senior Managing Director, FTI Strategic Communications

Speakers:

Amel Azzouz, Secretary of State to the Minister of Development, Investment and

International Cooperation of Tunisia

Pia S. Cayetano, Member of the Senate and Chair of the Senate Committee on Women, Family and Gender Relations, Republic of the Philippines

Baleka Mbete, Speaker, South Africa National Assembly

17:30-18:15

Red agora

The transformative potential of the digital currency movement

Hosted by PayPal

Discover how digital currency is transforming banking for the poor, why blockchain could recreate trust in the banking system, and how this technology can be used to track items of value throughout a production or supply chain - revolutionizing how we can prove ownership of assets.

Session leader:

Diana Biggs, Consultant on digital currency and financial inclusion

Speakers:

Sophie Ancely, Director Cross Border Trade, PayPal CEMEA

Nigest Haile Goshu, Co-Founder, ENAT Bank

Leanne Kemp, CEO, Everledger

17:30-18:15

Purple agora

Agri-tech breakthroughs to feed a hungry world

Find out how precision agriculture is raising farming yields while reducing water and pesticide inputs. And discover what aquaponics could mean for urban farming.

Moderator:

Rachel Kolbe Semhoun, Strategic Project Manager, InVivo Group

Speakers:

Kate Hofman, Co-founder and CEO, GrowUp Urban Farms

Florent Mainfroy, Co-founder, Airinov

17:30-18:15

Yellow agora

Designing a healthy life

By the Future of Health hub

Biological 3D printing, predictive and personalized medicine, Internet of Things, remote tracking, what will be our experience of health in the coming decades? New players are already imagining future healthcare at the core of digital, social and technological revolutions. A designer, a startupper, an innovation director: three pioneers will challenge our thinking!

Moderator:

Monika Queisser, Head of Social Policy, OECD

Speakers:

Anne Asensio, Vice-President Design, Dassault Systèmes

Lyse Santoro, Chief Executive Officer, Magnisense

Isabelle Vitali, Head of Innovation and Alliances Development, Roche France

17:30-18:15

Amphitheater

Boosting social impact today and for tomorrow*By the Social Impact hub*

How do we develop and nurture the context for effective social impact? What role can stakeholders such as corporates, institutions, NGOs and individuals play? How can the gender lens enable and facilitate sustainable and collective action?

Moderator:

Anthony Gooch, Director of Public Affairs and Communications, OECD

Speakers:

Nataliane Thoulon, Vice-President Client Relations and Strategic Projects, Healthcare France, Sodexo

Yasmin Waljee, International Pro Bono Director, Hogan Lovells

Marissa Wesely, Coordinator, Win-Win Coalition

17:30-18:15

Creativity lab

How can we spark innovation?*By Safran*

The triggers which create innovation are multiple. How can industry capture those triggers and nurture the context in which innovation thrives, from inspiring technological breakthroughs to mining Big Data?

Speakers:

Sabine Domenget, Vice-President Asia Pacific International Development Directorate MORPHO, Safran

Ghislaine Doukhan, Executive Vice President, Safran Analytics

Philippe Gougeon, Collaborative Project Director, Valeo

Liliane Pitcho-Baldacci, Vice President Sales and Marketing, Aeronautics Key Accounts SAGEM, Safran

17:30-18:15

Governance hub

Succeed in your director's role*By EDF*

Ensure your entry on to the board of directors: how to train, build your knowledge of company bylaws and management expectations, understand coalition-building...

Speakers:

Marianne Laigneau, Group Senior Executive Vice-President, Human Resources, and Member of the Executive Committee, EDF

Nicole Verdier Naves, Senior VP, Senior Executive, Talents and Managers Training, EDF

17:30-18:15

Odeon

The rise of smart cities in Asia: Reality or urban utopia?*With the Singapore delegation*

Singapore recently unveiled an exciting plan to become the world's first "truly smart nation." How will the city-state use technology and engineering to further overcome its land and natural resources constraints? To improve quality of life? And what will the smart cities changes mean, for better or worse, for urban inequalities?

Moderator:

Sylvie Brieu, International reporter, author and educator, National Geographic/Unesco

Speakers:

Penny Low, Founder and President, Social Innovation Park; former Member of Parliament, Singapore

Lai Choo Malone-Lee, Director, Centre for Sustainable Asian Cities, School of Design and Environment, National University of Singapore

Johan de Villiers, Managing Director, ABB Singapore

17:30 - 18:15

Tech hub

Are YOU curious about biotechnology?*By Baxalta*

Let's discuss what we as women, (mothers, sisters, partners, wives, friends etc..) might want to be aware of and inquisitive about as healthcare innovations evolve. Explore how individual needs can continue to drive innovations. Please join us to hear one amazing mother's story of becoming the "owner" her family's healthcare and share our own stories.

Speaker:

Kasha Witkos, Cluster Head Central EU Immunology, Acting EU Region Head for Immunology, Baxalta

17:30-18:15

Arts hub

A new experience of culture: Digital technologies transforming the public's experience of art*By the Musée d'Orsay and Orange*

Enjoy a novel virtual immersion experience by Orange and unravel the mysteries of *L'Atelier du peintre*, a 19th century masterpiece exhibited in the Musée d'Orsay.

Step into the Studio!

Moderator:

Angelica Tarnowska, Journalist, BBC and French Radio London

Speakers:

Christine Albanel, Vice President in charge of CSR, Diversity, Partnerships and Philanthropy, Orange and Deputy Chairman of the Orange Foundation

Anne Mény-Horn, Deputy General Manager, Musée d'Orsay

Isabelle Morin Loutrel, Curator, Musée d'Orsay

17:30-18:15

Cartier corner

Inspired by nature

Nature is increasingly inspiring us and the use of natural resources is often at the forefront of creativity today. Find out more about innovative businesses and meet 5 women entrepreneurs, all Cartier Women's Initiative Awards finalists, whose visions are sparked by nature.

Moderator:

Henry Bonsu, Broadcaster, Conference Host and Analyst, BBC News

Speakers:

Mouna Abbassy, Co-founder and Managing Director, Izil Beauty, and 2015 Cartier finalist

Carmen Hijosa, Founder and CEO, Ananas Anam, and 2015 Cartier finalist

Thato Kgathanye, Founder and Brand and Marketing Manager, Rethaka Trading, and 2015 Cartier finalist

Chinwe Ohajuruka, Founder and CEO, Comprehensive Design Services, and 2015 Cartier finalist

Jeni Saeyang, Founder and CEO, Eco&More, and 2015 Cartier finalist

17:30-18:15

Women in Media corner

Online press: What's next?

In the bare-knuckles boxing match of the digital revolution, the written press is punching back hard with content that is not only repurposed but optimized for digital distribution. We'll consider the winners as well as the potential heavy hitters of tomorrow. Will print be relegated to the nostalgia department?

Moderator:

Sharon Leclercq-Spooner, Member of the Board, Euractiv.com

Speakers:

Cécile Dehesdin, Editor in Chief, BuzzFeed

Sophie Gourmelen, Digital Marketing Director, Les Echos

Myriam Levain, Co-Founder, Cheek Magazine

17:30-18:15

Dubai Women Establishment corner

The UAE Gender Balance Council: A new reference point

The UAE Gender Balance Council, the first of its kind in the MENA region, is a concrete expression of how gender relations have become an integral part of policymaking in the country, in line with its global competitiveness and socio-economic objectives. Join this session to meet members of the Council and learn how it is acting to set precedents for women's empowerment in the region.

Speaker:

Shamsa Saleh, Chief Executive Officer, Dubai Women Establishment

18:15-18:30 Room change

18:30-19:30

Plenagora

Is “less is more” the solution to addressing vital needs?

Our economies still depend on “take, make, and dispose” industrial processes and household debt to finance consumer-led growth. Yet inequality statistics, demography, and climate science alike indicate that this system is unsustainable. Isn't it time to fundamentally change our economic growth model? A debate to include next generation voices and perspectives.

Moderator:

Julia Marton-Lefèvre, Chair, Advisory Board to the Sustainable Biomass Partnership

Speakers:

Isabelle Autissier, President, World Wildlife Fund France

Irina Bokova, Director-General, UNESCO

Antoine Frérot, Chairman and CEO, Veolia

Navi Radjou, Innovation leader and strategist

20:00-23:00

Dining hall

Energizing the world: The role of the December climate conference

Opening dinner of the Women's Forum Global Meeting

Welcome remarks:

Barbara Lavernos, Executive Vice President, Operations, L'Oréal

Moderator:

Julia Marton-Lefèvre, Chair, Advisory Board to the Sustainable Biomass Partnership

Speakers:

Ameenah Gurib-Fakim, President, Republic of Mauritius

Laurence Tubiana, Special Representative for the 2015 Paris Climate Conference

Thursday, 15 October

08:30-09:45

Plenagora

Five sci tech advances revolutionizing our near future

Drones, anticipatory computing, metalloproteins, new cures for deadly tropical diseases, cloud computing and mobility for health: forget about the world in 2030, these scientific and technological discoveries are already happening today.

Moderator:

Sophie Lambin, Co-founder and Managing Director, Kite Global Advisors

Speakers:

Hervé Bouaziz, Executive VP Strategy and Business Development SAGEM, Safran

Marc Fontecave, Chair, Chemistry of Biological Processes, Collège de France

Guillaume Leroy, Vice President, Dengue Company and Member of Sanofi Pasteur Executive Committee

Rachel Schutt, Senior Vice President of Data Science, News Corp

Jan De Witte, President and CEO, GE Healthcare IT

09:45-10:15

Plenagora

On the cusp: The promise of breakthrough brain research

We have seen dramatic yet little-publicized advances in recent years in understanding the workings of the human mind. Many of these have direct relevance for brain-computer interface and machine learning and artificial intelligence – making *I, Robot* no longer science fiction.

Moderator:

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

Speakers:

Joanna J. Bryson, Reader and Head of the Intelligent Systems Research Group, University of Bath

Stéphanie P. Lacour, Bertarelli Foundation Chair in Neuroprosthetic Technology, EPFL

10:15-11:15

Plenagora

Crafting a career in the era of smart machines

Beyond the hype that robotization means a jobless future - which jobs are clearly going to disappear in the next decade due to automation?

Where could the opportunities lie, and what does this tell us about the attitudes and skill sets we should cultivate in ourselves, our children, and our societies?

Moderator:

Estelle Metayer, President and CEO, Competia, and Member, Women's Forum Program Committee

Speakers:

Joel Dullroy, Campaigner, Freelancers Movement

Karoli Hindriks, Founder and CEO, Jobbatical.com, and Women's Forum Rising Talent 2015

Axelle Lemaire, French Deputy Minister for Digital Affairs

Vivek Wadhwa, Fellow, Arthur & Toni Rembe Rock Center for Corporate Governance, Stanford University, Director of Research, the Center for Entrepreneurship and Research Commercialization, the Pratt School of Engineering, Duke University, and Distinguished Fellow, Singularity University

11:15-11:45 *Networking break***11:45-12:30**

Blue agora

Gimme shelter: Narrowing the affordable housing gap in the world's cities*Hosted by LafargeHolcim*

What approaches could open more affordable housing and change the housing game?

Session leader:

Monika Queisser, Head of Social Policy, OECD

Host welcome:

Eric Olsen, Chief Executive Officer, LafargeHolcim

Speakers:

Aude Flogny, Deputy Director in charge of the Operations, Agence Française de Développement (AFD)**François Perrot**, Head of Affordable Housing, LafargeHolcim**11:45-12:30**

Red agora

Innovators for clean energy

Meet leaders for clean energy and learn about the state-of-the-art in this area. Are the issues preventing scaling up financial, technological or political?

Moderator:

Nina Gardner, Director, Strategy International, and Member of the Women's Forum Program Committee

Speakers:

Enass Abo-Hamed, Founder and CSO, H2GO Power and 2015 Cartier finalist**Khawla Al Mehairi**, Vice President, Marketing and Corporate Communications, Dubai Electricity & Water Authority**Tom Miller**, Principal, Cambridge Energy Partners**Sophie Yule**, General Counsel, Tempus Energy**11:45-12:30**

Amphitheater

What future for television?*By Women in Media*

Television was one of the last old-media sectors to accommodate the digital revolution, but now television companies are facing considerable disruption from new technological challengers (free streaming, video-on-demand...). This session will feature a conversation among audiovisual veterans and challengers in light of the most recent Deloitte media survey.

Moderator:

Kristen Davis, IT Director, International New York Times

Speakers:

Frederic Bonnard, VP New Media, France Médias Monde**Claire Deguerry**, Partner, Deloitte, and Board Member, Voxfemina**Elisabeth Durand**, Head of Content and President of Pay Channels, TF1**Alba Gautier**, Senior TV and Movie Channel Manager, Dailymotion**11:45-12:30**

Purple agora

Social media marketing: How to reach fragmented communities and people with limited attention spans?*Hosted by Lenovo*

The average attention span of a goldfish is 9 seconds. Ours is 8 seconds (down from 12 in 2000). We're also increasingly breaking off online into affinity groups. What does this mean for social media marketing?

Moderator:

Estelle Metayer, President and CEO, Competia, and Member, Women's Forum Program Committee

Speakers:

Jo Moore, Global Brand Director & Engagement Marketing Director, Lenovo**Stephanie Phair**, President, The Outnet, and Women's Forum Rising Talent 2015**Laetitia Puyfaucher**, Founder & Chairman, Pelham Media. Ltd, and Women's Forum Rising Talent 2015**11:45-12:30**

Yellow agora

Women for Change debate: From personal commitment to collective action in Mediterranean countries

Five women of the Mediterranean who have made the empowerment of women a personal cause share their experiences. In Egypt, Jordan, Morocco, Tunisia and Spain: How can women achieve their goals and actively contribute to their countries' social and economic development?

Moderator:

Samira Ibrahim, TV and radio journalist

Speakers:

Lily Fouad Attallah, Executive Director, Development Association for Empowering Special Needs (Egypt)**Nour Al Emam**, Board member, Arab Women Media Center (Jordan)**Nora Fitzgerald Belahcen**, Founder and President, Amal Association for Culinary Arts (Morocco)**Khedija El Madani**, Founder and President, Association for Vigilance and Equal Opportunities (Tunisia)**Rocio Nieto**, Founder and President, Association for the Prevention, Rehabilitation and Care for Women Prostitutes (Spain)**11: 45-12:30**

Odeon

Counterfeit medicines: A global, fast-growing, and lethal crime*By Sanofi*

The counterfeiting of medicines is becoming one of the main activities of international organised crime. The yearly death toll is estimated roughly in the tens of thousands, for patients from all continents in developed and emerging economies alike. Women have a key role to play in the immediate action required.

Speakers:

Uzo Amatokwu, Anti-Counterfeit Coordinator, Sanofi Nigeria and Ghana**Geoffroy Bessaud**, Associate Vice-President, Corporate Anti-counterfeiting Coordination, Sanofi

11:45-12:30

Creativity lab

Unleash your entrepreneurial potential – dare to innovate!

By Altran

A panel of intrepid entrepreneurs share their start-up adventure. An inspiring journey into the world of open innovation. Gain useful insights on risk taking, daring to innovate, creating value whilst benefitting from large company/startup relationships.

Moderator:

Corinne Jouanny, Director, Altran Lab, Altran, and *Femme d'Innovation* award winner

Speakers:

Marie-Gabrielle Jouan, Founding Partner and CEO, Bgene

Véronique Lacour, Vice-President Programs, Safran Analytics

Chantal Le Chat, General Manager Interventional, GE Healthcare

Kathrin Markl, Human Resources Director, East Region, Lenovo

11:45-12:30

Tech hub

If technological innovation drives social change, what's our role?

By Publicis Groupe

Apps, software, smartphones are driving social change but the power is still in our hands! Join this dynamic workshop to challenge our own daily practice and maximize our personal and collective impact. Now!

Speakers:

Francesca Pick, OuiShare Fest Chair & OuiShare, Global Coordinator

Sandra Sims-Williams, Chief Diversity Officer - USA, Publicis Groupe

11:45-12:30

Cartier corner

The increasing need to be connected ... locally

Meet with the latest digital technology trendsetters and discover how 5 innovative entrepreneurs, all 2015 Cartier Women's Awards finalists, use technology and social networks to re-connect people at the local level.

Moderator:

Henry Bonsu, Broadcaster, Conference Host & Analyst, BBC News

Speakers:

Denise Abulafia, Co-founder and CEO, Educatina, and 2015 Cartier finalist

Alexandra Greenhill, Co-founder and CEO, myBestHelper, and 2015 Cartier finalist

Eman Hylooz, Founder and CEO, Abjjad, and 2015 Cartier finalist

Shanti Mohan, Founder and CEO, LetsVenture, and 2015 Cartier finalist

Suzana Moreira, Founder and CEO, MoWoza, and 2015 Cartier finalist

11:45-12:30

Social Impact hub

Social enterprise for social impact

By Hogan Lovells

How can corporates embrace and support the work being done by social enterprises around the world? What lessons can corporates learn from the dynamism of the social enterprise movement? Join this discussion to hear stories of successful corporate and social enterprise collaboration and the social impact it has had.

Speaker:

Meagen Fallone, Global Strategy, Implementation & Development, Barefoot College

Yasmin Waljee, International Pro Bono Director, Hogan Lovells

11:45-12:30

AccorHotels corner

A welcoming heart beyond borders

Generosity, involvement and social responsibility:

AccorHotels supports solidarity initiatives initially sponsored by its employees.

Speakers:

Christine de Longevialle, Managing Director Solidarity, Accor, AccorHotels

Lisa Lovatt Smith, Founder, OAfrica

Katarzyna Nowak, Corporate Communication & CSR Manager in Poland, AccorHotels

Virginie Sido, SVP AccorHotels Corporate Brand, CSR & Internal Communications, AccorHotels

11:45-12:30

Future of Health hub

The disruptive health innovation for the next decade:

Hype or hope?

By Roche

Innovations in healthcare are transforming our lives: integrated healthcare solutions, quicker and less invasive diagnostic tests, connected objects, robots to assist us... how can we ensure that these innovations are accessible to everyone, and that health systems are developed with the aim of creating value for all? Come and meet startupper, discover disruptive innovations in healthcare and be introduced to Buddy the robot.

Moderator:

Isabelle Vitali, Head of Innovation and Alliances Development, Roche France

Speakers:

Thomas Landrain, President and Founder, La Paillasse

Cécile Monteil, Medical Affairs Director, Ad Scientiam

Geneviève d'Orsay, Chief Medical Officer, Voluntis

Franck de Visme, Chief Operating Officer and Co-founder, Blue Frog Robotics, and Buddy the robot

11:15-14:00

Gatsby room

CEO Champions: Advancing women in the public and private sectors*By invitation only*

With a focus on creating and strengthening the pipeline. This session follows Chatham House rules.

Hosts:

Olivier Fleurot, Senior Vice-President, Publicis Groupe

Clara Gaymard, President, Women's Forum for the Economy & Society, and President & CEO, GE France

Co-moderators:

Sandrine Devillard, Director, McKinsey & Company France**Anthony Gooch**, Director of Public Affairs and Communications, OECD**Mary Goudie**, Member, UK House of Lords, and Founding Member, the 30 Percent Club**Jane Griffiths**, Company Group Chairman, Europe, Middle East and Africa, Janssen Pharmaceutical Companies of Johnson & Johnson**Seraina Maag**, President & CEO EMEA, AIG Property & Casualty**12:30-14:00**

James Bond room

We must succeed*By-invitation only lunch session with the Tunisian Delegation*

Not only did its Revolution of Dignity launch the Arab Spring, Tunisia is managing its political transition successfully. Now, though, schisms are building, the economy is stumbling, and people are increasingly concerned. What must the government, the private sector and the international community do to renew hope in Tunisia's future? And how can women advance again as leaders for a country of inclusive promise? With speakers and table leaders from the Tunisian delegation.

Moderator :

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

Speakers :

Habiba Bouhamed Chaabouni, Genetics Professor and L'Oréal-UNESCO Women in Science Laureate**Hela Fourati**, COO, Tunisian American Enterprise Fund**Donia Hedda Ellouze**, Lawyer, Tunisian Supreme Court**12:30-14:00**

Dining hall

Networking lunch**14:00-14:10** Room change**14:10-14:45**

Plenagora

Cartier Women's Initiative Awards ceremony

Join us to celebrate women entrepreneurs whose innovative businesses make an impact on society.

14:45-15:35

Plenagora

Energizing learning

Moderator:

Su-Mei Thompson, CEO, The Women's Foundation

Speakers:

Mary Anne de Amorim Ribeiro, President, PUPA Education**Virginie Morgon**, Executive Board Member and Deputy CEO, Eurazeo**Ramona Pierson**, Co-founder and CEO, Declara**15:35-16:00**

Plenagora

Energizing women's capacities in crisis situations

Moderator:

Su-Mei Thompson, CEO, The Women's Foundation

Keynote speaker:

Yves Daccord, Director General, International Committee of the Red Cross

16:00-16:30 *Networking break***16:30-17:15**

Red agora

Leading with relational intelligence*Hosted by Thalys*

A conversation about open leadership and how to foster relationships at work based on respect and dynamic common purpose.

Moderator:

Valérie Gauthier, Professor and HEC Leadership Chair, Pernod Ricard, HEC Paris, and author, *Leading with Sense: The Intuitive Power of Savoir-Relier*

Speakers:

Agnès Ogier, CEO, Thalys International

Apollonia Poilâne, CEO, Poilâne

16:30-17:15

Purple agora

Is handwashing really 9/10 of creating better sanitation?

Yes, hygiene matters a great deal. But for real change, we must also look at microbial ecology and environmental engineering – and generate strong partnerships with corporations.

Moderator:

Ebru Ilhan, Senior Consultant, Kite Global Advisors

Speakers:

Namita Banka, Founder and CEO, Banka BioLoo, and 2013 Cartier Laureate

Francis L. de los Reyes III, Professor of Civil, Construction, and Environmental Engineering, Associate Faculty of Microbiology, and Training Faculty of Biotechnology, North Carolina State University

16:30-17:15

Amphitheater

Life at the heart of the Industry 4.0 revolution*By the Creativity lab*

Speed, agility, flexibility and improved collaboration are today's industrial challenges. How are emerging technologies and innovations (3D printers, big data, the internet of things) transforming workplaces. Why changes in mindset are the cornerstone to drive this revolution?

Moderator:

Helen Cherré, Director of Programs, Altran

Speakers:

Ghislaine Doukhan, Executive Vice President, Safran Analytics

Denis Gardin, Senior Vice President, New Technology Ventures, Airbus Group

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

Rania Rostom, Chief Innovation and Communications Officer, GE Middle East, North Africa & Turkey

Keith Williams, Vice President Intelligent Systems, Altran

16:30-17:15

Blue agora

Creativity takes playing around

Two educational entrepreneurs help us better understand how creativity gets squashed, and the crucial roles of experimentation and play in enabling innovation. So how to nurture creativity in our children, and enlarge the space for creative processes in our societies?

Moderator:

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

Speakers:

Mary Anne de Amorim Ribeiro, President, PUPA Education

Rana El Chemaitelly, CEO, The Little Engineer, and 2011 Cartier Laureate

16:30-17:15

Yellow agora

Energizing your environment, energizing yourself!*By the Rising Talents*

Join this group of passionate and successful young women leaders for a challenging discussion of women's empowerment in the years to come.

Hosts:

Sylvie Magnen, Partner - Talent Leader FraMaLux, EY

Virginie Morgon, Executive Board Member and Deputy CEO, Eurazeo

Evelyne Sevin, Partner, Egon Zehnder

Moderator:

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

Speakers:

Yanina Chiariotti, Director International Field Marketing, Dunkin' Brands, and Women's Forum Rising Talent 2015

Julia Maris, Deputy Chief Executive Officer, DCI (Défense Conseil International), and Women's Forum Rising Talent 2015

Sonia Medina, Director, Climate Change, The Children's Investment Fund Foundation, and Women's Forum Rising Talent 2015

Karla Segovia, Trade, Investment and Gender Specialist, USAID SME Development Program, Chemonics International, and Women's Forum Rising Talent 2015

16:30-17:15

Odeon

Bring life (back) into the European dream: An intergenerational debate*By Mazars*

What Europe do we want in the future? In this debate 3 generations of women share their vision of Europe on key issues, including diversity, youth, education, and jobs. Is the European ideal still viable? What more can and should be done for the dream of progress which the EU represents?

Moderator:

Sharon Leclercq-Spooner, Member of the Board, Euractiv.com

Speakers:

Karoli Hindriks, Founder and CEO, Jobbatical.com, and Women's Forum Rising Talent 2015

Muriel de Saint Sauveur, Corporate Communications, Mazars

Katerina Zherebtsova, Brand Communications Executive, Nike Greece

16:30-17:15

Tech hub

Engineering: Making a dream come true!

By ABB

Live one of the most exciting adventures ever of Solar Impulse, the first airplane of perpetual endurance, able to fly day and night for 5 days without a drop of fuel, hear first-hand from the only female member of the team, what it means to be a female engineer in the industry, how pioneering spirit and innovation can change the world, not to miss inside stories of the first-ever solar non-stop flight around the world.

Speaker:

Tamara Tursijan, Field Service Engineer, Solar Impulse's Mobile Hangar and Ground Control System, ABB

16:30-17:15

Sanofi corner

Climate change and health: Do women have a specific role to play?

Climate change is likely to have serious impacts on our health, especially via vector-borne transmitted diseases and nutritional disorders due to sea level changes, floods and droughts. Women, the main healthcare decision makers for their families, will have a key role in meeting these new challenges.

Speaker:

Robert Sebbag, Vice President Access to Medicines, Sanofi

16:30-17:15

Women in Media corner

Radio: The rebirth

Radio has come back strong from digitalization, reinventing itself to face down competition from new audio sector players (podcasting, streaming music services...). How has this been accomplished for news and talk radio, on the one hand, and music on the other?

Moderator:

Sandy Heribert, Journalist, TF1

Speakers:

Alicia Combaz, Head of Growth, Deezer

Cécile Mégie, RFI Director, France Médias Monde

Fanny Temam, Programs Director, OUI FM

16:30-17:15

Dubai Women Establishment corner

Cultural sustainability: The role of folk art in modern design

Emirati product designer Khalid Shafar creates riveting design objects strongly entrenched in the UAE's artisanal past and using sustainable raw materials. Join Shafar as he explains how art and culture are married in the realization of aesthetic objects, a process creating jobs for the UAE women who are the artisanal caretakers even as it helps revive the industry of folk art.

Speaker:

Khalid Shafar, Product Designer

16:30-17:15

Cartier corner

Feeding the future: Creating a better supply chain

There is a worldwide growing need to improve the food supply and security chain. Discover how 5 innovative entrepreneurs, all Cartier Women's Initiative Awards finalists, are tackling this issue via creative tech solutions.

Moderator:

Henry Bonsu, Broadcaster, Conference Host & Analyst, BBC News

Speakers:

Victoria Alonso Pérez, Co-founder and CEO, IEETech, and 2015 Cartier finalist

Jennifer Broutin Farah, Founder and CEO, SproutsIO, and 2015 Cartier finalist

Hannah Chou, Co-founder, OurCityLove Social Enterprise, and 2015 Cartier finalist

Sarah Hawilo, Co-founder and CEO, SerVme, and 2015 Cartier finalist

Momo Huang, Co-founder, OurCityLove Social Enterprise, and 2015 Cartier finalist

16:30-17:15

AccorHotels corner

The future of wellness

Sleep, Food, Sport & Spa: the AccorHotels Luxury & Upscale Collection reveals its new vision of wellness. Our lifestyle muse Ms Marisa Berenson will testify.

Moderator:

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

Speakers:

Marisa Berenson, Actress, Model and Sofitel SoSPA Ambassador

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

Martine Pinville, French Minister of State for Commerce, Small-Scale Industry, Consumer Affairs and the Social and Solidarity Economy

16:30-17:15

Renault-Nissan Alliance corner

Well being and the car

Our feelings of wellbeing are impacted by many factors - from colors to materials to the use and placement of specific objects. Find out how this applies to car designing with Renault color and materials expert Sidonie Camplan.

Speaker:

Sidonie Camplan, Studio Chief Designer Color and Materials, Renault-Nissan Alliance

16:30-17:15

Orange corner

Women innovation Hackathon

Taking digital innovation to the next level with women leading the way, this session features projects selected by a jury from the WHAT (Women Hackers Action Tank) collective through "Imagine with Orange," a crowdsourcing platform for innovation and a launchpad for entrepreneurs. How can the top three projects improve gender equality and make a positive impact on women's lives?

Speakers:

Viviane de Beaufort, Tenure Professor at Essec BS, founder of Women Exec tracks

Isabelle Daviaud, HR Support for Digital transformation, Regional Leader of the WAAG network (Women at Accor Generation), AccorHotels

Laurent Depond, VP Diversity & Inclusion, Orange

Annie Kahn, Member of the WHAT Group and Journalist, Le Monde

16:30-17:15

Social Impact hub

Partnering for economic empowerment for women: A corporate leaders' view

By Sodexo

How are companies today taking innovative action for women's economic empowerment? Business leaders share the why and how of programmes and initiatives to change the ecosystem for women as employees, executives, and business owners, and to open national economies to women and girls.

Speakers:

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

Bernie Butler, Managing Director, Good4U

Martin Jordan, Senior Buyer, Supply Management, Sodexo UK

16:30-17:15

CEO Champions corner

Advancing women in the private and public sector: building and strengthening the pipeline

By CEO Champions

Meet with:

Seraina Maag, President & CEO EMEA, AIG Property & Casualty

This special session is limited to 3 participants only. Places will be allocated on a first-come first-served basis.

10-minutes face-to-face meetings with CEO Champions members and experts:

Laurent Blanchard, EVP, Global Field Operations (EMEAR), Worldwide Alliances and Services, Dassault Systèmes

Pia S. Cayetano, Member of the Senate and Chair of the Senate Committee on Women, Family and Gender Relations, Republic of the Philippines

Catherine Guillouard, Deputy CEO, Rexel

Ekaterina Trofimova, First Vice-President, Member of the Management Board of GPB (JSC)

17:15-17:30 Room change**17:30-18:15**

Blue agora

How will car sharing and mobile apps change urban transportation?

There's a new relationship taking form in cities between cars and passengers. Join this session to find out more about what's happening and how it may link up with public transit to create a different urban transportation future.

Moderator:

Sharon Masterson, Manager Corporate Partnership Board and Private Sector Engagement, OECD International Transportation Forum

Speakers:

Sonja Heikkilä, Senior Adviser, Finnish Funding Agency for Innovation, and 2014 Leading Global Thinker

Samira Negm, Founder, Raye7

17:30-18:15

Purple agora

Priming women to lead in the new technology era

Hosted by Orange

The vision for women in the new technology era should be that of a progressing and bright future. So why doesn't it always seem like that, and more importantly, what has to change to see this vision realized?

Moderator:

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

Speakers:

Catherine Cook, Co-founder, MeetMe

Rym Sahnoun, Director, Orange Labs Tunisia

Vivek Wadhwa, Fellow, Arthur & Toni Rembe Rock Center for Corporate Governance, Stanford University, Director of Research, the Center for Entrepreneurship and Research Commercialization, the Pratt School of Engineering, Duke University, and Distinguished Fellow, Singularity University

17:30-18:15

Yellow agora

Is the digital world transforming us into super heroines?

By Orange

The Digital Society Forum aims to shed light on significant societal changes driven by digital technological developments. Join this session to discuss new modes of managerial coordination, and ways to boost our abilities and retain concentration in the face of multiple demands and information overload.

Moderator:

Brigitte Dumont, Group CSR Chief Officer, Orange

Speakers:

Corinne Poupet-Louvès, HR Jobline Director, Orange

Hélène Sancerres, Director Change Management, Coaching & CSR, Cisco

17:30-18:15

Amphitheater

Inventing the future of space

Hosted by Airbus Group

A conversation between astronauts and new space entrepreneurs.

Moderator:

Kellie Gerardi, Commercial space industry professional, and Women's Forum Rising Talent 2015

Speakers:

Anousheh Ansari, Co-founder and Chairman, Prodea Systems

Laetitia Garriott de Cayeux, President, Escape Dynamics, and Women's Forum Rising Talent Alumnus

Helene Huby, Head of Innovation, Airbus Defence and Space

17:30-18:15

Odeon

Women in cities*by JCDecaux and Vitra*

What would a woman-friendly city look like? How can cities improve the opportunities for women and girls to participate actively in decision-making around urban futures? How might new technologies and business models for urban transportation achieve more inclusive cities, including for women?

Moderator:

Isabelle de Ponfilly, Managing Director, Vitra France, President of the Board, ENSAD (Ecole Nationale Supérieure des Arts Décoratifs), President of the Board, ISTE (Business School)

Speakers:

Mary Crass, Head of Policy and Summit Preparation, International Transport Forum, OECD

Lai Choo Malone-Lee, Director, Centre for Sustainable Asian Cities, School of Design and Environment, National University of Singapore

Isabelle Schlumberger, Executive Vice President Sales & Development, JCDecaux

Lindiwe Zulu, Minister of Small Business Development, Republic of South Africa

17:30-18:15

Arts hub

Women artists at the end of the 19th Century*By the Musée d'Orsay*

The turn of the 19th century was of particular significance to the empowerment of women in society. Learn more about the little known women artists of this era who were key in starting and spreading this revolution.

Moderator:

Sandrine Treiner, Director, France Culture

Speaker:

Caroline Mathieu, Chief Curator, Musée d'Orsay

17:30-18:15

Tech hub

Pumping oil and pumping hearts*By ExxonMobil*

Chance encounters can lead to enormous changes. A heart surgeon and a drilling engineer got talking on a plane – they decided to take a look in each other's toolboxes – the result? Technological breakthroughs in the medical and energy industries! The lesson: curious connections can make big differences.

Speakers:

Jennifer Hommema, Wellwork Innovations Manager, ExxonMobil Upstream Research Company

Joy Kelly, Vice President and Deputy General Manager, Jacobs

17:30-18:15

Social Impact hub

How to reconcile best performance and responsibility?*By Michelin Group*

Corporate social responsibility contributes directly to the creation of value and is a powerful growth driver. Discover an innovative eco rubber project in Indonesia, a country suffering considerable deforestation, which ensures long-term supply of raw materials while maximizing social, economic, and environmental impacts.

Speakers:

Claire Dorland Clauzel, Executive Vice President Brands and External Relations and Member of the Group Executive Committee, Michelin Group

Janet Neo, Head of Corporate Sustainability, Fuji Xerox Asia Pacific and Women's Forum Rising Talent 2015

17:30-18:15

Future of Health hub

Digital health is rising!*By Dassault Systèmes*

Personalized health draws on all aspects of our lives. Citizens evolve from being passive recipients of medical care to empowered managers of their own health. How can technology enhance this transformation? Meet scientists and startups who constantly challenge the role of innovators, scientists and patients.

Moderator:

Caoimhe Kiely, BIOVIA Vice-President Marketing, Dassault Systèmes

Speakers:

Anne Goupil-Lamy, Fellow, BIOVIA Science Council, Dassault Systèmes

Guillaume Kerboul, Life Sciences Business Consultant Director, Dassault Systèmes

17:30-18:15

Governance hub

What's on company boards agenda today?*By Latham & Watkins*

In today's highly regulated environment, how do corporate board members execute their oversight functions without second guessing from the authorities? Today's hot topic agenda items include strategic planning in uncertain economic and political environments, cybersecurity, shareholder relations, risk governance in an era of complexity, appropriate board and committee composition, regulatory compliance and enforcement.

Moderator:

Claire Keast-Butler, London Partner, Latham & Watkins

Speakers:

Angeles Garcia-Poveda, Office Managing Partner, Spencer Stuart Paris and co-lead of the EMEA region; board member of French listed company, Legrand

Theo Schwabacher, The Schwabacher Group at Morgan Stanley, Chair of WomenCorporateDirectors (WCD) for Northern California

17:30-18:15

Creativity lab

How women's networks are driving creativity, innovation and success

By Lenovo

How can you use your face-to-face and social media networks to foster creativity and innovation and support your ambition? This session, based on the speakers' personal experiences and initiatives, will give key insights and practical tips for you and your company alike.

Moderator:

Catherine Ladousse, Executive Director communications EMEA Lenovo and President, Association Cercle InterElles

Speakers:

Aline Aubertin, Accessories and Service Sourcing Manager EMEA, GE Healthcare System & President, *Femmes Ingénieurs* Association

Veronique di Benedetto, Vice-President France, Econocom

Iris Dzeba, Executive Director Enterprise Business Group, Lenovo EAST

Elisabeth Moreno, Director Sales Global Account Lenovo South Europe

Marie-Claude Peyrache, Co-founder and Co-manager of the BWP (BoardWomen Partners) programme

17:30-18:15

Women in Media corner

The role of Yahoo and Google in the media landscape

What defines a media outlet today? With the digital revolution changing the game, what position will Google and Yahoo occupy on the media playing field.

Moderator:

Virginie Herz, International Affairs Editor, France24, France Médias Monde

Speakers:

Anne-Gabrielle Dauba-Pantanacce, Head of PR and Corporate Communications, Senior Manager, Spokesperson, Google

Catherine Reichert, Head of PR and Communications Southern Europe, Yahoo

19:15-22:30

Auditorium

The Forum in song and cocktail reception

A special performance by Barbara Hendricks, followed by the Global Meeting's Thursday-night cocktail reception.

Singer:

Barbara Hendricks, Singer and humanitarian

17:30-18:15

Cartier corner

Improving science through technology

Science and technology have never been so strongly interconnected as they are today in efforts to create a better future for our societies. Meet and exchange with 4 innovative women entrepreneurs, all 2015 Cartier Women's Award finalists, who created their businesses based on improvement opportunities for the scientific world.

Moderator:

Henry Bonsu, Broadcaster, Conference Host & Analyst, BBC News

Speakers:

Enass Abo Hamed, Founder and CSO, H2GO Power, and 2015 Cartier finalist

Ellen Brune, Founder and CSO, Boston Mountain Biotech, and 2015 Cartier finalist

Ciara Clancy, Founder & CEO of Beats Medical, and 2015 Cartier finalist

Komal Dadlani, Co-founder and CEO, Lab4U, and 2015 Cartier finalist

17:30-18:15

CEO Champions corner

Advancing women in the private and public sector: building and strengthening the pipeline

By CEO Champions

10-minute face-to-face meetings with CEO Champions members and experts.

Speakers:

Marie-Christine Coisne-Roquette, Executive Chairman, Sonepar

Yves Daccord, Director General, International Committee of the Red Cross

Melody Hossaini, CEO, InspirEngage International

Chiheb Mahjoub, CEO, Kurt Salmon

Agnès Ogier, CEO, Thalys International

Friday, 16 October

08:00-08:30

Coffee and tea available in the Discovery

08:30-09:15

Blue agora

Coming back from death: A conversation with Ramona Pierson

Moderator:

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

Speaker:

Ramona Pierson, Co-founder and CEO, Declara

08:30-09:15

Purple agora

Will data-driven shopping lead us back to brick-and-mortar stores?

Why e-commerce outlets are opening physical stores -- and how retailers are creating new and exciting ways to integrate online with in-store.

Moderator:

Katerina Zherebtsova, Brand Communications Executive, Nike Greece

Speaker:

Clare Nutter, Analyst, PlanetRetail

08:30-09:15

Yellow agora

How gender integration can boost entrepreneurial solutions to poverty

By Cartier Charitable Foundation

Find out why social enterprise investments should be systematically integrating a gender lens, what benefits gender integration can bring for the consumer, the workforce and how it can enhance business outcomes.

Moderator:

Lisa Witter, CEO and Chief Optimist, Assemblyfor

Speakers:

Allison Glinski, Gender and Evaluation Specialist, International Center for Research on Women

Ajaita Shah, Founder and CEO, Frontier Markets

Florence Tercier Holst-Roness, Head of Issues Affecting Women Program, Oak Foundation

Yasmina Zaidman, Director of Strategic Partnerships, Acumen

08:30-09:15

Amphitheater

Making it to the top: Accelerating women's progress

By the Governance hub

Despite new laws and voluntary quotas, women are still underrepresented on boards and executive committees. What to do to accelerate the slow opening of senior roles for women? How can women better put themselves forward for such positions? Can board experience develop executive talent? How to ensure a corporate culture which is more welcoming of diversity?

Moderator:

Courtenay Myers Lima, New York Partner, Latham & Watkins

Speakers:

Claire Dorland Clauzel, Executive Vice President Brands and External Relations, Member of the Group Executive Committee, Michelin Group

Marianne Laigneau, Group Senior Executive Vice-President, Human Resources, and Member of the Executive Committee, EDF

Diane de Saint Victor, General Counsel and Company Secretary and Member of the Executive Committee, ABB and NED Barclays

Su-Yen Wong, Chief Executive Officer, Human Capital Leadership Institute

8:30-9:15

CEO Champions corner

Advancing women in the private and public sector: building and strengthening the pipeline

By CEO Champions

Meet with:

Anthony Gooch, Director of Public Affairs and Communications, OECD

This special session is limited to 3 participants only. Places will be allocated on a first-come first-served basis.

10-minute face-to-face meetings with CEO Champions members and experts:

Satya-Christophe Menard, CEO Service Operations, Sodexo

Virginie Morgon, Executive Board Member and Deputy CEO, Eurazeo

09:15-09:30 Room change

09:30-10:15

Plenagora

Lighting many fires

Hosted by CEO Champions

A conversation between senior and next generation leaders on helping women to rise to positions of increased influence and responsibility. How is good mentorship practice changing today? And what to do about the biases and constraints which still affect women's prospects for advancement?

Moderator:

Christie Hunter Arcott, Independent consultant on issues of gender, diversity and millennial integration

Speakers:

Jane Griffiths, Company Group Chairman, Europe, Middle East and Africa, Janssen Pharmaceutical Companies of Johnson & Johnson

Melody Hossaini, Founder and CEO, InspirEngage International

Seraina Maag, President & CEO EMEA, AIG Property & Casualty

10:30-11:00 Networking break

11:00-11:45

Blue agora

Intrapreneurship: A new model – or a new buzzword – for successful innovation by large companies?

Hosted by Renault-Nissan Alliance

Companies have good reasons for fostering innovation by employees within the firm's structure. But is intrapreneurship working for the companies concerned? And for the employees?

Moderator:

Sophie Lambin, Co-founder and Managing Director, Kite Global Advisors

Speakers:

Claire Martin, Vice President, Corporate Social Responsibility, Renault, and Managing Director, the Renault Foundation

Maria Seidman, Co-founder and CEO, Yapp

11:00-11:45

Purple agora

Cybersecurity: Meeting the growing commercial and national/international challenges

A discussion about emerging threats and how they can be addressed.

Moderator:

Nathalie de Baudry d'Asson, Founder and Principal, Le Lien Public, and Member, Women's Forum Program Committee

Speakers:

Keren Gabber, VP R&D, Cytegitic

Jean-Paul Paloméros, General, former Chief of the French Air Force and former NATO Supreme Allied Commander for Transformation

11:00-11:45

Amphitheater

Thinking big about technology, engineering and innovation*By the Tech hub*

Do new technologies lead to sustainable progress of our societies? What is the role of engineering in poverty reduction and human development? Will digital innovation lead to the next industrial revolution? Amazing women at the highest corporate levels share their views on technology's transformative pathways.

Moderator:

Jean-Charles Falloux, Group Director, Digital Media and Innovation, Les Echos

Speakers:

Ozlem Battal, Vice President, Human Resources - Europe, Middle East & Africa, Baxalta**Katrina Fisher**, Kashagan Joint Interest Coordinator, ExxonMobil Production Company**Emily Heitman**, Vice President and General Manager of Commercial Operations, Power Transformers, ABB North America**Isabelle Schlumberger**, Executive Vice President Sales & Development, JCDecaux**Sandra Sims-Williams**, Chief Diversity Officer - USA, Publicis Groupe**11:00-11:45**

Creativity lab

The future of work in MENAT*By GE*

In a time of constant change, the workforce of the future needs the right tools. Hear how business and government can use driving forces - the Industrial Internet, Advanced Manufacturing, and the Global Brain - to bring a revolution in technology and innovation. The way we work is changing fast, and the Future of Work can help us change faster.

Speaker:

Rania Rostom, Chief Innovation and Communications Officer, GE Middle East, North Africa & Turkey**11:00-11:45**

Women in Media corner

Taking the stage: How women experts stand out in the media

Smart women bring expert perspectives. The top-ranked EU project ACCELERATE! empowers them with three new tools: a social media guide for expert positioning; top-10 tips to shine when interacting with journalists; and an awareness-building guide to help organizations bring more women on board.

Moderator:

Annette Young, Journalist and Presenter, France24, France Médias Monde

Speakers:

Isabelle Cortina, Secretary General, Sofia Foundation**Claire Deguerry**, Partner, Deloitte, and Board Member, VoxFemina**Valérie Tandeau de Marsac**, President, Voxfemina**11:00-11:45**

Social Impact hub

Discover a new model for cross-sector collaboration for women and girls*By the Win-Win Coalition*

How can companies and women's organizations work together to design and implement effective programs to improve the lives of women globally and deliver stronger impact for both business and women? Join this discussion to explore this new coalition's strategies and hear stories of partnership.

Moderator:

Lisa Witter, Founder and Chief Optimist, Assemblyfor

Speakers:

Caroline Brac de la Perriere, Executive Director, Mediterranean Women's Fund**Kelly Verdade**, Executive Director, Fundo ELAS**Marissa Wesely**, Coordinator, Win-Win Coalition**11:00-11:45**

Arts hub

How can the cultural sector best respond to the challenges of the digital age?*By Kurt Salmon*

While we accept that culture is not a 'product' like any other, consumer behavior demonstrates that the cultural and creative industries must respond to new expectations: service, support, immediacy... How are cultural institutions adapting to these new challenges?

Speakers:

Laure Kaltenbach, Managing Director, Forum d'Avignon**Sarah Perez**, Senior Manager, Kurt Salmon**11:00-11:45**

AccorHotels corner

Our way of empowering women in the workplace and society

Women's Empowerment Principles signatory, champion in the HeForShe movement, creation of a marketing Observatory: AccorHotels is deeply committed to gender equality as a major step forward for its female employees and clients.

Speakers:

Arantxa Balson, HR Chief Officer, AccorHotels**Fanny Benedetti**, Executive Director, French National Committee, UN Women**Sophie Stabile**, Chief Executive Officer, HotelServices France, AccorHotels

11:00-11:45

Orange corner

Women for Change award ceremony

The Orange Foundation and the Women's Forum created the Women for Change Award in 2013 with Marie-Claire magazine.

It rewards five outstanding women strongly committed to the empowerment of women and girls in their respective countries and gives them the resources to expand their initiatives.

Speakers:

Christine Albanel, Vice President in charge of CSR, Diversity, Partnerships and Philanthropy, Orange and Deputy Chairman, Orange Foundation

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

Marianne Mairesse, Chief Editor, Marie-Claire Magazine

With:

Lily Fouad Attallah, Executive Director, Development Association for Empowering Special Needs (Egypt)

Nour Al Emam, Board member, Arab Women Media Center (Jordan)

Nora Fitzgerald Belahcen, Founder and President, Amal Association for Culinary Arts (Morocco)

Khedija El Madani, Founder and President, Association for Vigilance and Equal Opportunities (Tunisia)

Rocio Nieto, Founder and President, Association for the Prevention, Rehabilitation and Care for Women Prostitutes (Spain)

11:00-11:45

Future of Health hub

Meet and mingle with the startups

By Dassault Systèmes and Roche

Speakers:

Amina Bouassoule, Head of Regulatory, BioSerenity

Cécile Monteil, Medical Affairs Director, Ad Scientiam

Geneviève d'Orsay, Chief Medical Officer, Voluntis

11:45-11:50 Room change

12:00-12:25

Plenagora

Keynote address by Wided Bouchamaoui, 2015 Nobel Peace Prize Laureate

Speaker:

Wided Bouchamaoui, President, UTICA, and 2015 Nobel Peace Prize Laureate

12:25-13:10

Plenagora

New leaders for a new world?

We close the Forum with a freewheeling discussion between established and up-and-coming business leaders on heading companies in the future. On both sides, from both perspectives, what are the management approaches and leadership expectations which won't cut it? And what will make for good (innovative, team- and market-building, value-creating) next-generation leadership?

Session leader:

Catherine Cook, Co-founder, MeetMe

Speakers:

Sébastien Bazin, CEO, AccorHotels

Mari-Noëlle Jégo-Laveissière, Senior Executive Vice-President, Innovation, Marketing and Technologies, Orange

Inès Le Bihan, Industrial designer

David Mata, Founder and CEO, PYNK Systems

Jessica Sanchez, Director of Business Development, Little Steps

13:10-13:15

Plenagora

Looking towards 2016

Speaker:

Clara Gaymard, President, Women's Forum for the Economy & Society, and President & CEO, GE France



· **GAYMARD Clara**
*President, Women's Forum for
the Economy & Society, and
President & CEO, GE France*

Introduction

With our pioneering spirit, our will to make a difference, and the invigorating atmosphere at each of our events, the Women's Forum for the Economy & Society is unique in the world. Since 2005, our annual Global Meeting in Deauville, France, has been giving to women and men the opportunity to learn, to share, and to build the future, together.

The 11th edition of the Global Meeting, which took place 14-16 October 2015 in Deauville, welcomed nearly 1300 participants from 600 companies and organizations. We hosted Official Delegations from Tunisia and Singapore, and leading figures from South Africa, Mexico, the UAE and many other nations – 73 in all. We discussed and debated around the theme “Energizing the World!”. We heard from many outstanding speakers, such as President of Mauritius Ameenah Gurib-Fakim; Anousheh Ansari, the first self-funded woman to fly to the International Space Station; Laurence Tubiana, Special Representative to the French government on the 2015 Paris Climate Conference (COP-21); Kenyan human rights advocate Kanyoro Musimbi; and UNESCO Director-General Irina Bokova. And we were treated to a special performance by singer-humanitarian Barbara Hendricks.

This year, for the first time, the Women's Forum extended a special welcome to young leaders-to-be. We listened to their ideas and celebrated their inexhaustible creativity. These are people who are challenging our ideas and teaching us new tricks. They are giving new momentum to the push for gender parity. They are poised to move mountains standing in the way of a better economy and society.

At our various Women's Forum meetings around the world, we have been seeing a shift in the ecosystem of women's empowerment. In Deauville this year we addressed this shift from different angles: stopping violence against women, allowing girls and women equal access to education and healthcare. But that doesn't mean we limited ourselves to discussing what used to be called “women's issues”. As we like to say, every issue is a women's issue. We know for sure that healthy, educated and empowered women are at the very core of a better society. When we make life better for women, we make life better, period.

The Women's Forum is looking forward to an especially exciting year in 2016, with major Women's Forum meetings in Dubai (23-24 February) and Mexico City (27-28 April), and with the 12th edition of our Global Meeting in Deauville (30 November-2 December). See you soon!



• **Philippe Augier**
(Mayor of Deauville) with the Dubai Delegation



• **ExxonMobil delegation**



• **Buddy the robot**



• **Clara Gaymard, Martine Pinville**
(Minister French Minister of State for
Commerce, Small-Scale Industry, Consumer
Affairs and the Social and Solidarity
Economy)



• **The South African delegation**



• **Baxalta delegation**



• **Laurence Tubiana**
(Special Representative for the 2015 Paris
Climate Conference),
Ameenah Gurib-Fakim
(President, Republic of Mauritius)



• **Orange delegation**



• **Barbara Hendricks, Clara Gaymard**



• **The Discovery hall**



• **Renault-Nissan delegation**



• **Participants networking**

Moderator:

- **Gillian Martin Mehers,**
Founder and CEO,
Bright Green Learning

Speakers:

- **Clara Gaymard,**
President & CEO, GE France
and President, Women's
Forum for the Economy &
Society

FORUM WELCOME

 Wednesday, 14 October 2015

14:15-14:30

"Over half the people attending the Women's Forum in 2015 are here for the first time," said Gillian Martin Mehers, adding that, "most of the Forum is actually you." She asked participants to introduce themselves to their neighbors before inviting Clara Gaymard on stage.

Energizing the world

"It's a kind of sky we are sharing for the next three days," said Clara Gaymard, recalling a game she played as a child: jump on one foot, then the other, and go to the sky. She thanked Jacqueline Franjou, the Women's Forum team, speakers and CEOs attending the event as well as the Forum's longstanding partners. She also welcomed Ameenah Gurib-Fakim, President of the Republic of Mauritius, and Amel Azzous Ep Zahdi, Tunisian Secretary of State for International Cooperation.

"The Women's Forum is not about how the world sees women, but how women see the world," Clara Gaymard explained, sharing an anecdote from her personal life. After she joined GE, the CEO asked her to accept a promotion involving extensive travel. She told him she had to check with her "G11" – or her family, her version of the G8. In her experience, the strengths derived from one's personal life and the tools acquired in professional life converge to create a "unity of life" that women can bring to the world.



*"Most of the
Forum is you."*

Gillian Martin Mehers

Take care of you

"Forget about work, husbands and children and take care of you," was the request she made of all participants, so they would go home empowered and energized, with new ideas and resources.

The audience welcomed the United Arab Emirates Delegation (of note: the Women's Forum Dubai will be held 23-24 February 2016) and delegations from Singapore, South Africa and Mexico. Clara Gaymard paid a special tribute to the Tunisian Delegation and spoke about courage. "We have to remember that the first people on the streets in the Tunisian revolution were women." On Friday morning the meeting would welcome a representative from a Nobel Prize-winning group in Tunisia. She concluded by sharing her conviction that "Women will energize the world not only because we can, but mainly because we have to."



*"Women will energize the world not only because we can, but mainly because we have to."
Clara Gaymard*

KEY FIGURES

About the 11th edition of the Women's Forum Global Meeting:

1,300 participants from **76** countries

740 first-time attendees

More than **250** speakers

28 leading political figures from around the world



Remember that the first people on the streets in the Tunisian Revolution were women.

Clara Gaymard

Moderator:

- **Linda Wertheimer,**
Senior Correspondent, NPR

Speakers:

- **Olajumoke Olufunmilola Adenowo,**
Principal Partner, AD Consulting Limited
- **Anousheh Ansari,**
Co-founder and Chairman, Prodea Systems
- **Michel Landel,**
Group CEO, Sodexo
- **Mouna Sepehri,**
Executive Vice-President,
Office of the CEO, Renault Group



Women have to work four times as hard as men to get noticed.

Olajumoke Olufunmilola Adenowo

HOW DO YOU ENERGIZE THE WORLD?

Wednesday, 14 October 2015

14:30-15:30

Achieving better gender balance is a moral imperative, and it makes good business sense. In a world where women make up more than half of the population, where they are generally better educated than men and where they play a crucial role in deciding what goods to purchase, including what car to buy, improving gender balance can also strengthen a company's performance, panelists said.

Mouna Sepehri outlined steps taken by the Renault-Nissan Alliance to increase the role played by women within the group. "Gender balance is right for society and for our business," she said. Some 60% of the decisions on what car to buy are taken directly or indirectly by women. So it makes sense that more women be involved in the design of cars. "That is the business case – a majority of customers are women." Overall, women make up 18% of Renault's workforce, but they hold 22% of key positions. For Renault's Captur car, half of the designers were women. This led to a number of women-friendly features, including a larger glove compartment for storing a handbag and removable seat covers for easy washing. "These very practical solutions came from women," she noted.

Progress made

significant progress on gender balance, Michel Landel said. Women make up 38% of the company's board and 45% of its executive committee, but "we cannot talk of success," he added, until the figure is 50–50. Similarly, there is need for greater progress on the issue of equal pay, Michel Landel said. Women need to be both better rewarded for the work they do and to receive greater recognition for the contribution they make to corporate success. "It is very important to give a sense of importance to the jobs they do and for people to believe that they work for an organization that cares (for them)," he explained.



"Not to energize women would be like mankind trying to fight with one hand tied behind its back. We are critical to the success of the planet."

Olajumoke Olufunmilola Adenowo

You can have both

In the Middle East and Africa, women are too often forced to decide between having a career and having a family. “I hope that over time people will come to see that you can have both,” said Anousheh Ansari. “I think you can have it all,” echoed Olajumoke Olufunmilola Adenowo.

Anousheh Ansari, the first Iranian astronaut, said that it had always been her passion to go into space. “It was my passion to be an astronaut.... They told me that it would not happen, but the more they told me that, the more determined I became to do it,” she said.

Asked about the importance of having money, Olajumoke Olufunmilola Adenowo replied: “You cannot help the poor by being one of them.” She added that African women “need to be shaken out of their apathy ... (they) need to take ownership of their problems.”

“I always go away from the Forum with practicable, achievable things to do.”
Michel Landel

“Education is the cornerstone of everybody’s life, it holds the key to independence.... It is a very important empowerment tool.”
Anousheh Ansari

“It is about motivation. The issue is to attract female talent. We need to motivate and retain them.”
Mouna Sepehri



For me, success is being happy with what you are doing.

Anousheh Ansari

Moderator:

- **Yana Kakar,**
Global Managing Partner,
Dalberg

Speakers:

- **Kathryn Brown,**
President and CEO, the
Internet Society
- **Musimbi Kanyoro,**
President and CEO, Global
Fund for Women
- **Kentaro Toyama,**
the WK Kellogg Associate
Professor of Community
Information at the University of
Michigan School of Information

HOW ARE DIGITAL TECHNOLOGIES DRIVING POVERTY REDUCTION?

Wednesday, 14 October 2015

16:00-17:00

Technology is generally held to be a force for good. But how justified is that belief? While there are powerful examples of technology helping to alleviate poverty, progress has not been as rapid as hoped.

There have been successes. The money raised through crowdfunding following the Nepal earthquake is unprecedented. Healthcare in areas affected by HIV is improved by using SMS to disseminate health information. Communication technology helps farmers in rural Africa to cut out the middleman when selling their goods to the market.

Why do some well-designed, well-intentioned projects work on a small scale but fail when they are taken to larger organizations to implement, questioned Kentaro Toyama. Why has the Kenyan M-Pesa mobile phone payments system not been taken up more widely elsewhere, wondered Kathryn Brown.

“Technology amplifies underlying human forces,” said Kentaro Toyama. “Where those forces are well-intentioned, technology can help, but where the forces are indifferent, corrupt or incapable, even the best technology cannot turn things around.” There has been a golden age of digital innovation in the United States for 40 years, yet there has been no reduction in poverty, social mobility has stagnated and inequality has skyrocketed to levels not seen in over a century.

The skepticism of Kentaro Toyama was countered by the more optimistic view that technology such as the Internet delivers real benefits. “The network of networks that allows for information that is global and available to hand is itself a scaling factor in addressing poverty,” said Kathryn Brown.

We have to foster a moral responsibility to ensure that technology is used to do the right thing, because it can also be destructive, noted Musimbi Kanyoro. “Technology is not a panacea. It is about how we use it,” she said. Technology is not just something that we hold in our hand – clean water technology, solar power and doctors sharing information all represent transformational technologies.

“You see women leading the charge for change in the developing world.”
Kathryn Brown

“Eradicating poverty is not about giving people things to own but asking questions that empower people to realize who they are. Technology is the enabler.”
Musimbi Kanyoro

Building technology infrastructure is a public policy issue.

Kathryn Brown



Education is key

The benefits of technology will only come through if there is high quality education for all worldwide, said Kentaro Toyama. “It takes a lot more than technology to give us the kind of social change that we want to see. Universal high quality education will enable us to use the technology to achieve what we want to do,” he said.

The barriers to successful implementation of technology are institutional and societal. The problem is not that the technology is bad, but that it requires a base of human capacity on which to build.

Infrastructure a public policy issue

The market may fill gaps where there is a business case, but goals such as providing Internet access for the whole world require government support. “Public money should be used to make sure that there is the infrastructure in place,” said Kathryn Brown. The Internet enables people to connect and make decisions. It can deliver services. The information it makes available can alleviate the results of poverty.

Personal data use and abuse

There is a danger that more of our time on the Internet is controlled by large corporations, governed by shareholder value rather than public consent. There are apparently 200 companies collecting and selling online personal data, noted Kentaro Toyama. But collecting data also has positive effects, highlighting such things as gender inequality. “Data is needed to tell the story,” said Musimbi Kanyoro. The data helps us to make decisions and choices.

“Technology is not the be all and end all, but it is absolutely vital,” concluded Yana Kakar. “We may not have made the progress we would like, but how much worse the world might be if we did not have it.”



KEY FIGURES

There will be **7 billion** mobile phone accounts in 2015 – more than one for every human being.

There are **200** companies selling personal data gathered on the Internet.

Just **57%** of the world’s population has access to the Internet.

The poor without access to electricity pay **100 to 1,000** times more per unit of lighting than those connected to the grid.

“[The migrant crisis in Europe shows] you can have plenty and be poor the next day. We have to redefine poverty and redefine borders.”

Musimbi Kanyoro

“There is no stopping technology. The question is how we can harness it.”

Musimbi Kanyoro

“[Getting mobile phones and Internet to remote areas] are not easy problems, but they are easier than making sure every girl in the world has a decent education.”

Kentaro Toyama

“We should emphasize spending on those areas that the private sector does not want to invest in.”

Musimbi Kanyoro

To develop good policies you have to listen to the people.

Musimbi Kanyoro

Speakers:

- **Sandrine Devillard,**
*Director, McKinsey & Company
France*
- **Anu Madgavkar,**
*Senior Fellow, McKinsey Global
Institute*

BUILDING GENDER EQUALITY IN SOCIETY, BUILDING GROWTH

By McKinsey & Company

Wednesday, 14 October 2015

17:00-17:15

The world could add US\$12 trillion to annual global economic growth by 2025 if every country were to match the progress towards gender equality of the benchmark nation in its own region. That figure stood out among sundry others presented during a brief session that served as an introduction to a new McKinsey Global Institute (MGI) report called *The Power of Parity*.

The report analyzes 15 gender-equality indicators for 95 countries and demonstrates that 40 of them have high or extremely high levels of gender inequality on at least half of the indicators. The indicators were organized into four categories: equality in work; essential services and enablers of economic opportunity; legal protection and political voice; and physical security and autonomy.

MGI then identified 10 priority issues, which it calls 'impact zones,' that deserve special attention in the drive for parity. Addressing them would help 75% of affected women improve their lives. Half of these issues are global in scale; They are: blocked economic potential; time spent in unpaid care work; fewer legal rights; political underrepresentation; and violence against women.



"Imagine a world where women contribute as much to the global economy as men."

Sandrine Devillard

Five other problems tend to persist in certain regions of the globe: low labor-force participation in quality jobs; low maternal and reproductive health; unequal education levels; financial and digital exclusion; and vulnerability of female children.

Nearly two decades after the landmark Beijing United Nations Women's Conference in 1997, the specific reference to women and girls in the newly conceived UN Sustainable Development Goals marks the first time that gender equality has been defended as a goal on such a world stage, said Sandrine Devillard. The time is ripe, she added, to make a special effort to close the gender inequality gap.

KEY FIGURES

Women are half of the world's working-age population but generate only **37%** of GDP.

75% of global unpaid work is done by women.

240 million additional people could be added to the workforce through higher female participation.

More than one million girls are not born each year due to sex-selective abortion.

There are only **22** women in ministerial and parliamentary roles for every **100** men.



It [parity based on regional benchmarks] is achievable. There is evidence that much is already being done.

Anu Madgavkar

Moderator:

- **Julia Harrison,**
Senior Managing Director,
FTI Strategic Communications

Speakers:

- **Amel Azzouz,**
Secretary of State to the
Minister of Development,
Investment and International
Cooperation of Tunisia
- **Pia S. Cayetano,**
Member of the Senate and
Chair of the Senate Committee
on Women, Family and Gender
Relations, Republic of the
Philippines
- **Baleka Mbete,**
Speaker, South Africa National
Assembly

ENERGIZING MY COUNTRY'S POLICIES AND LAWS

Wednesday, 14 October 2015

17:30-18:15

Leading politicians from three distinct societies outlined the current state of public policy on women's issues and the prospects for advancement in the future. Four main themes emerged:

- Many countries, including South Africa and Tunisia, can boast progressive constitutions and even legislation on gender issues. However implementation and enforcement generally lag well behind.
- Other nations, such as the Philippines, have been slower to adopt advanced laws but are beginning to make steady progress.
- Broad coalitions are needed, both nationally and internationally, to ensure further advancement.
- The work will probably never be finished: once one problem is resolved, another inevitably pops up.

Tunisia ratified a new, reasonably progressive constitution last year. Attention there has turned to the passage of enabling legislation and work to coordinate efforts on gender issues with various national ministries and civil society organizations. Obstacles left to be removed run the gamut, Amel Azzouz said: they can be cultural, administrative, economic and social.



"I had to speak to women directly, to have other women understand that [reproductive health] is a poverty issue."
Pia S. Cayetano

We need the help of our [international] sisters. Not necessarily money but know-how and capacity building.

Amel Azzouz



A Tunisian questioner from the audience expressed frustration with the pace of progress. She asked Baleka Mbete how long it took the post-apartheid government to address pressing racial and gender problems. She replied that removing inappropriate clauses from the law books became a top priority under the new constitution. “We did repeal a lot of national legislation,” she said. “But there was a lot of local legislation. You need the participation of civil society, women’s organizations and cultural organizations.” The bottom line is: “We’re still working on it 21 years later,” said Mbete.

Pia S. Cayetano played a central role in the passage of reproductive health law in the Philippines three years ago. Previous efforts to pass similar legislation had failed in the largely Roman Catholic country, in part because “people are not comfortable talking about [the topic].” She helped push the bill by telling the story of her personal loss of a child, combating disinformation pushed by some male Senators.

She said social media, young activists and the mass media all played important roles in the process, but that real progress could take “a generation or half a generation.” The next issue on the agenda is legalized divorce, she said, adding that her country remains alone in the world by prohibiting the practice.

KEY FIGURES

Zero was the number of women invited to speak on television about Tunisia’s new constitution, according to Amel Azzouz.

“We need to ensure that future generations don’t grow up with all these images of violence. I hope there are no toy store owners here, but I think what those toy guys sell is counterproductive.”

Baleka Mbete



I used to own a toy store, and I specifically refused to sell guns.

Pia S. Cayetano



Session leader:

- **Diana Biggs,**
Consultant on digital currency
and financial inclusion

Speakers:

- **Sophie Ancely,**
Director Cross Border Trade,
PayPal CEMEA
- **Nigest Haile Goshu,**
Co-Founder, ENAT Bank
- **Leanne Kemp,**
CEO, Everledger

THE TRANSFORMATIVE POTENTIAL OF THE DIGITAL CURRENCY MOVEMENT

Hosted by PayPal

Wednesday, 14 October 2015

17:30-18:15

The digital currency movement, already a part of our daily lives, continues to spread and open doors for underprivileged populations. Kenya, for example, has made huge strides in recent years, thanks to the development of banking services through mobile phones: "75% of the population is now banked," noted Diana Biggs. This movement is boosting financial inclusion for many women and people in poor rural communities. Financial inclusion is crucial to ensuring access to education, health, shelter, economic empowerment and opportunity.

Africa's first bank owned and run by women

ENAT Bank, established in 2012 in Ethiopia, is Africa's first bank to be founded, run and owned by women. In Ethiopia most of the property is owned by men, and cultural barriers also existed which exclude women from banking, explained Nigest Haile Goshu. "We wanted to attract more women, but also to spur healthy competition by encouraging other banks to do the same. We are happy to have fulfilled our mission," added Nigest Haile Goshu. In just two years, the bank has opened 14 branches across the country, acquiring 16,000 customers, 58% of whom are women. The bank will continue to enable women to be more financially literate by developing offers targeting women and by expanding its microfinance services.



*In Kenya, 75%
of the population
is now banked.*

Diana Biggs

Blockchain, the underlying technology of the digital currency Bitcoin, is also revolutionizing the insurance and banking industry. This emerging technology has the potential to track, trace, and prove ownership of high value assets such as diamonds with a unique cryptographic record. "To have a transparent ledger is hugely empowering... we are bringing transparency to an opaque market, especially in emerging markets like Africa and South America," said Leanne Kemp.



"I always thought payments were just a commodity. I never imagined they would end up being such driver for change."
Sophie Ancely

"We wanted to attract more women, but to also to spur healthy competition by encouraging other banks to do the same. We are happy to have fulfilled our mission."
Nigest Haile Goshu



KEY FIGURES

Of the **2.5 billion** people worldwide without bank accounts, most are women and poor.

Only **1 billion** people have bank accounts in the world versus **5 billion** with mobile phones, of which **2 billion** are smartphones.

In the second quarter of 2015, **30%** of PayPal's transactions were done on mobile phones.

The way we make payments is expected to change more in the next **5 years** than it has in the past 50 years.



There is a tectonic plate shift happening - one of the biggest changes we will see in insurance.
Leanne Kemp

Moderator:

- **Rachel Kolbe Semhoun,**
Strategic Project Manager,
InVivo Group

Speakers:

- **Kate Hofman,**
Co-founder and CEO, GrowUp
Urban Farms
- **Florent Mainfroy,**
Co-founder, Airinov

AGRI-TECH BREAKTHROUGHS TO FEED A HUNGRY WORLD

Wednesday, 14 October 2015

17:30-18:15

By 2050 the world population will reach 9.7 billion, according to most estimates. The challenges for world agriculture are even greater in light of the rapidly expanding middle class worldwide, with their demands for protein, fresh goods, food safety and overall food quality.

"Meeting this challenge is a multidimensional problem," said Rachel Kolbe. Solutions, including technological ones, will need to address environmental, economic, cultural and societal aspects of the challenge. That is, they will need to be sustainable, affordable, adapted to local conditions and cultures, and able to feed urban dwellers who are expected to make up some 66% of the world population by mid-century. Growing food must also become more attractive to young people as a career choice.

Two solutions: precision agriculture and urban aquaponics

Airinov is a young French high-tech firm started by engineering school graduates intrigued by the information contained in images produced by drone-borne cameras. "When we flew the drones over croplands, farmers were amused by the pictures but not willing to spend any money for them," said Florent Mainfroy. The firm's partners went to work on image-analysis algorithms, and a few years later some 5,000 French grain



When we first announced plans to build an indoor aquaculture farm, London restaurants signed up to be customers.

Kate Hofman

farmers have been willing to buy licensed data from the firm showing precisely which parts of their fields are nitrogen-deficient and need fertilization. Airinov's technology measures plant size, allowing growers to reduce costly and polluting inputs. Coming soon is a way to use the drone-produced images to determine which patches need weeding, for a more precise use of herbicides.

Centuries ago, Chinese farmers learned to raise fish in their rice paddies as a way to fertilize their rice plants while producing a tasty source of protein. Today, GrowUp Urban Farms is bringing aquaponics – aquaculture or fish-raising combined with hydroponics – to a bustling London neighborhood, thereby delivering fresh, locally-grown and sustainable food to urban consumers and restaurants. For Kate Hofman, "there are real problems with conventional agriculture, and half of what it grows is wasted." She sees aquaculture as part of the solution. A recently completed indoor urban farm illuminated by LED lights and powered by 100% renewable energy enables GrowUp to raise Tilapia fish in a dozen 3,000 liter tanks, the water from which is used to grow a wide variety of leafy greens in adjacent stacked beds. Demand is soaring through the roof as customers discover the difference that fresh, local and organic produce can make in their Thai basil, dinner salad or fish curries.

KEY FIGURES

Precision agriculture has helped cereal growers in France reduce inputs by **30%** through the analysis of field images produced by drones.

Agriculture consumes **70%** of water resources, uses **60%** of arable land, and produces **40%** of all greenhouse gases.

Producing leafy greens by aquaculture consumes **90%** less fresh water than field-grown greens.

The social impact investment fund behind GrowUp Urban Farms requires that **25%** of its agricultural production be sold in the farm's London neighborhood.



I wake up every morning and feel I just have to pursue this idea.

Florent Mainfroy

Moderator:

- **Monika Queisser,**
Head of Social Policy, OECD

Speakers:

- **Anne Asensio,**
*Vice President Design,
Dassault Systèmes*
- **Lyse Santoro,**
*Chief Executive Officer,
Magnisense*
- **Isabelle Vitali,**
*Head of Innovation and
Alliances Development,
Roche France*

DESIGNING A HEALTHY LIFE

Wednesday, 14 October 2015

17:30-18:15

“The healthcare ecosystem will change dramatically in the near future,” predicted Isabelle Vitali. Advances in genomics will lead to more personalized drugs, but there is the opportunity to go beyond drugs and develop integrative solutions. This involves using other tools such as big data, diagnostics and medical devices.

The effectiveness of these new technologies will be determined by the level of collaboration between healthcare stakeholders. “We have to think and act differently, and work with other actors in telemedicine, medical devices, medical software, connected products and big data,” said Isabelle Vitali. “It is a huge challenge, if we are to meet our objective of making a better and longer life for patients.”

Healthcare systems need to change

New technologies are enabling the development of rapid and decentralized medical devices that can deliver test results in minutes, a life-saving advance when dealing with a suspected heart attack, for example. “We don’t need to invent new things, we need to reinvent the way we do things and the way healthcare is organized,” said Lyse Santoro.



*“You have to use the technology to provide a vision of what should be the right way (to provide healthcare).”
Anne Asensio*

If you are going to share your medical data, you have to know what the value is for you.

Anne Asensio

Healthcare organizations are very conservative, noted Lyse Santoro, and they are facing a lot of challenges: healthcare is centralized in big cities, is poorly adapted to deal with emergencies, and it is very costly. A key to change is interconnectivity: the communication between patients and their physicians, and amongst physicians.

If we want to transform health in the future we need to establish a new way to connect the patient to work with everyone involved in their care, from doctors to drug designers, noted Anne Asensio. New technologies offer the opportunity to redesign healthcare systems based on the collaboration and input of all stakeholders.

A major problem with putting people at the center of health is cost. There has to be a balance struck between the cost of developing new treatments and systems, and the value to the patient, the provider and society at large. The medical, social and economic value all need to be studied, said Isabelle Vitali.

A balance must also be struck between patient data confidentiality and the benefit of sharing data to improve treatments and systems. There are important ethical, moral and legal issues which must be addressed at the highest level, noted Isabelle Vitali. Whatever the future brings, the key relationship will remain that between patient and doctor.

“New technology will help reinvent the way healthcare is provided.”

Lyse Santoro

“Our technology cannot work at its best with the way healthcare is currently organized.”

Lyse Santoro

“We have to push back the price and lift the value.”

Isabelle Vitali



“The patient has to stay at the center of everything we do.”

Isabelle Vitali

The role of diagnostics will become more and more key, but testing for everything is not the right direction to take. They should be undertaken only if there is a proven utility, and only if we can act on the test information.

Lyse Santoro

WOMEN IN MEDIA

Women in Media, now in its sixth year, is a joint initiative by Deloitte and the Women's Forum, in partnership with France Médias Monde (which regroups global television channel France 24, Radio France International, and Radio Monte Carlo Doualiya), VoxFemina, TF1 Events, Les Echos, The International New York Times and OUI FM. This initiative contributes to strengthening women's voices and to promoting their representation as experts and professionals in the media as a whole, whether traditional or digital.



Moderator:

- **Sharon Leclercq-Spooner**,
Member of the Board,
Euractiv.com

Speakers:

- **Cécile Dehesdin**,
Editor in Chief, BuzzFeed
- **Sophie Gourmelen**,
Digital Marketing Director,
Les Echos
- **Myriam Levain**,
Co-Founder, Cheek Magazine

ONLINE PRESS: WHAT'S NEXT?

Wednesday, 14 October 2015

17:30-18:15

The online press is still evolving as part of a highly diverse media landscape that includes digital but also print, radio and television. The question remains as to whether there will be a switch from conventional media to online, or whether things will develop in a more varied manner. For the moment, both print and digital are part of the future. "Knowing one's audience is essential," said Sharon Leclercq-Spooner. "Even while emphasizing quality journalism, attracting hits is key for bringing in readers." At the same time, it is not always obvious as to why certain pieces go viral with enormous impact and others do not.

Still seeking the right business model

Cécile Dehesdin stressed the need to focus on one's own identity, and knowing one's readers. As part of a US company, she said, "we deal with it by being very French and not imitating the Americans, but rather adapting in our own way." The French prefer a mix of both news and entertainment. For Sophie Gourmelen a crucial point for her newspaper, which was first established in print, is to drive audiences to digital devices and persuade them to pay as subscribers. "We are still seeking a business model, but it is tricky to find the right balance. Very few people are willing to pay for content."



"It is difficult to value digital content and digital audiences. We still need to have quality journalism."
Sophie Gourmelen

Localized editions, such as in Africa, can be a huge opportunity for gaining new readers.

Cécile Dehesdin

As the co-founder of a digital start-up, Myriam Levain said that their principal challenge was beginning from scratch three years ago and then creating a model that is efficient. Focusing on culture and society rather than fashion and beauty, her business appeals to a new generation of women, primarily in the 25-35 age group. "Being small gives us a lot of freedom to be creative," she said. Nevertheless, all face the problem of dealing with journalism as a business and financing quality reporting.

Establishing viable sources of revenue

Given the difficulties of determining how effective clicks are – shares are considered more revealing of reader interest – there may have to be a drastic change in the way advertising is done. This means attracting more sponsorship and native advertising. But this also raises risks given the need to separate independent journalism from sponsorship, potentially a highly effective source of revenue.

KEY FIGURES

45% of BuzzFeed readership in the United States comes from outside the country.

*"Monetization remains the big challenge."
Sharon Leclercq-Spooner*



*We do some native ads. The important thing is not to sell your soul.
Myriam Levain*

Moderator:

- **Kristen Davis,**
IT Director, International New York Times

Speakers:

- **Frederic Bonnard,**
VP New Media, France Médias Monde
- **Claire Deguerry,**
Partner, Deloitte, and Board Member, Voxfemina
- **Elisabeth Durand,**
Head of Content and President of Pay Channels, TF1
- **Alba Gautier,**
Senior TV and Movie Channel Manager, Dailymotion

WHAT FUTURE FOR TELEVISION?

Thursday, 15 October 2015

11:45-12:30

Television has been well shaken up by the digital revolution. The days when a family would sit around the TV set together watching the same program are pretty much gone. People are watching TV now as much as ever, but they can now watch it anywhere, anytime on a variety of screens, from the traditional TV set to computers, smartphones and tablets, with mobile screens now in the dominant position.

Disruptors

For the television industry, the advent of the Internet and the explosion of videos that came with it was a major disruptor. The transition was difficult, but now TV channels are present on a variety of platforms, including YouTube, Dailymotion, Snapchat, Twitter and Facebook. “That has a very strong impact on the way you produce content,” said Frederic Bonnard, “because now you are in a hyper-distribution model where you have to think about all the different platforms when you produce content.”

Disruptors like video streaming sites YouTube and Dailymotion have “completely redefined or at least transformed the user experience,” said Alba Gautier, by empowering them and allowing them to share content, interact with other users, and create and distribute their own online content.



“I’m very curious about what immersive technology will bring to our experience. Will we be watching House of Cards from the bedroom of Frank Underwood?”

Alba Gautier



We’ve seen a great generation of new creators emerge on our platform and on other video platforms.

Alba Gautier

The TV set still has a long future ahead of it, however, according to Elisabeth Durand, “as long as you have great content.” The key to keeping different audiences, including the younger ones who are deserting TV, is to create innovative new content.

Multitasking widespread

In another new trend, some 90% of U.S. consumers are multitasking while watching TV, “whether it’s social networking or emailing or whatever,” said Claire Deguerry. “Only 25% of this multitasking is related to the program they are watching,” which creates difficulties for advertisers. Subscription video on demand is also growing fast, by about 25% in Europe in recent years, she added, although it is still small compared to pay TV.

What will the future bring? Some innovations are already in use, among them immersive programming, with viewers using their tablets to listen to referees’ voices during a rugby match, for example. This will become more common, as will incorporating social networking comments into the TV-viewing experience. Very short, dynamic videos using technologies like motion graphic design to explain various subjects in a simple, graphic way will probably continue to gain in popularity.

Claire Deguerry summed up the future of television succinctly: “TV will survive by being customized, premium, local and interactive.”

KEY FIGURES

Europeans watch around **2 billion** hours of television every day.

By 2020, **90%** of the world population over the age of six will own a mobile phone.

60% of the hours watched on television by the Y generation is on streaming.

“We need to turn all these disruptions into opportunities for the future.”
Elisabeth Durand



“Subscription video on demand is not cannibalizing the pay TV market; it’s really a complement to it.”
Claire Deguerry

We see media as adding value and not competing with the social networks.
Frederic Bonnard

Moderator:

- **Sandy Heribert,**
Journalist, TF1

Speakers:

- **Alicia Combaz,**
Head of Growth, Deezer
- **Cécile Mégie,**
RFI Director, France Médias Monde
- **Fanny Temam,**
Programs Director, OUI FM

RADIO: THE REBIRTH

 Thursday, 15 October 2015

16:30-17:15

It may prove difficult to talk about the re-birth of radio when so many practitioners believe it never died, noted Sandy Heribert. Nevertheless, for radio to survive it needs to respond – and adapt – to a host of challenges, including the constant quest to maintain if not increase listeners.

“Radio is very much alive but it is now part of a constantly changing social network,” said Fanny Temam. “It can be listened to by anyone and when they want it.” Radio stations need to make their offering available across highly diverse platforms, such as the Internet, Facebook and – in the case of OUI FM – conventional FM. “But this means keeping in touch with our listeners and producing specific content for our different platforms,” she said. “Our DJs must be live, warm and passionate when they talk about music. The station has to be creative with a lot of personality.”



“Radio is extremely important to musical artists because it offers far more originality.”
Fanny Temam



Radio remains the first of our social networks, with listeners part of a huge community.

Cécile Mégie

Constant innovation

Cécile Mégie described her station as an “old lady” who is now 70 years old. “Our biggest challenge has been to adapt,” she said. “Most of our innovation has occurred over the past 10-20 years.” RFI has had to embrace a revolution of habits in news and music, and have its presenters appear online on video. Although it still uses short-wave, particularly for Africa, and retains some traditional features like phone-ins, RFI has become more interactive. It now has apps for mobile phones and a Facebook page and Twitter account for every program. In the end, however, “content remains key.”

Deezer, a worldwide Internet streaming service, represents a different type of radio. Alongside its individualized offerings such as tailored playlists, it also works in partnership with traditional radio like RFI. “For us, it is important to know our users and their needs. That’s how we see the future of radio,” Alicia Combaz said. “We want our music fans to make their views known. This way we can offer a truly personalized form of listening.”

For all forms of radio, accessibility is crucial. People will still tune in while driving via FM, digital radio or mobile phones. But Internet radio also means that listeners in Vietnam, where there is censorship, or California, where there is none, can access the same programs.

KEY FIGURES

34% of listeners discover music through radio.

20 million French people listen to news on their radios every day.

RFI broadcasts in French and **13** other languages to **37.3 million** listeners around the world via short-wave, Internet and **1,000** partner radio stations.



*Radio is definitely not dead
- and never was.*

Alicia Combaz

Moderator:

- **Virginie Herz,**
International Affairs Editor,
France24, France Médias
Monde

Speakers:

- **Anne-Gabrielle Dauba-Pantanacce,**
Head of PR and Corporate
Communications, Senior
Manager, Spokesperson,
Google
- **Catherine Reichert,**
Head of PR and
Communications Southern
Europe, Yahoo

THE ROLE OF YAHOO AND GOOGLE IN THE MEDIA LANDSCAPE

Thursday, 15 October 2015

17:30-18:15

Are Yahoo and Google helping to transform traditional media, or are they competition? Will they ultimately replace the media altogether?

Google considers its role to be supporting and promoting innovation in journalism. It does not consider itself a content publisher. Rather, it provides tools and technology that enable the media to engage their audience and monetize their content online. Google News, for example, sends users to the original source site and shares any revenues with the publisher. Google recently launched its Digital News Initiative in Europe to open a dialogue with media, offer training and easy-to-use design tools.

Yahoo!, on the other hand, considers itself a media company whose role is to "connect, inform and entertain people," according to Catherine Reichert. However, through partnerships with major media companies worldwide, it also offers the support of products and services such as Yahoo! News, which pushes news aggregated from other media publishers to users.



*"At Yahoo!, promotions are truly not a question of gender; they are based on skills and experience."
Catherine Reichert*



During the Arab Spring, we were able to quickly understand the complex situation thanks to data visualization and new technology.

Anne-Gabrielle Dauba-Pantanacce

Media must rethink what they offer

It is becoming less common for users to go to a 'destination site' – that is, go directly to a particular media company's website – for news. Rather, they are getting news through social media and friends. The media could consider Yahoo and Google as part of a 'conversion funnel' driving users to their sites.

Practically all content will be accessed through mobile devices within a few years. Consumption of video content is on the rise, and media companies will have to adapt their video content to mobile devices. The distinctions between print press, radio, and television will blur, if not disappear, in the near future. Media companies will need to reinvent themselves through technology. As a result, content will evolve, becoming richer and more complex, as will monetization methods.

Companies like Amazon, that are were not previously content producers, are beginning to produce original content, and media may face competition from this and other unexpected sources in the future.

KEY FIGURES

In **2014**, Google hired more women than men for tech jobs.

In France, **51%** of college graduates with an undergraduate degree are women.

Every day, **5 million** hours of news is consumed on YouTube.

96% of Yahoo!'s usage is through apps, rather than desktop browsers.



With traditional media, a chief editor curates. But now, with algorithms, users get the news they already want to know.

Virginie Herz

Moderator:

- **Annette Young,**
Journalist and Presenter,
France24, France Médias
Monde

Speakers:

- **Claire Deguerry,**
Partner, Deloitte, and Board
Member, VoxFemina
- **Valérie Tandeau de Marsac,**
President, Voxfemina
- **Claudia Ritter,**
President of the Sofia
Foundation

TAKING THE STAGE: HOW WOMEN EXPERTS STAND OUT IN THE MEDIA

Friday, 16 October 2015

11:00-11:45

When experts are interviewed in the media, 80% of the time they are men – whether on the radio, in the press or on TV. The 80/20 ratio of men to women experts has prevailed for years. Valérie Tandeau de Marsac and Claire Deguerry explained that VoxFemina was created in 2009 to raise awareness and create a database to put journalists in touch with women experts.

We do not see enough smart women in the media. One hears male program directors say, "We don't find enough women experts" or "they are too shy to join in discussions," or else the women who are invited are always "the usual suspects." As the host of *The 51 Percent* on France 24, Annette Young deplores how difficult it is to find "happy, confident women experts" who are willing to speak in front of a camera. Often she gives her guests a media training session before going on the air. "The question is not competence – they have that – but one of confidence."



"You can have as many media training programs you like, but at the end of the day it's the people inside the newsrooms who are making decision as to what is covered and who will be interviewed."

Annette Young



The women experts exist. The issue is having a chance to see them - to have them in the right place.

Claire Deguerry

What can be done to bring about change? "Increase awareness" is the message all panelists drove home, starting within the media. Metrics are also necessary to change behaviors. In France a law was recently introduced by the CSA – the French Audiovisual Oversight Board – requiring the media to at least count how many men and women experts are consulted. It does not impose a quota – about which the panelists expressed a range of opinions – but at least measures the extent of the problem.

Breaking with stereotypes is also important, and once again it is key for both men and women to become aware of their own unconscious stereotypes. To support women and help them feel more confident about expressing themselves, three new guides have been published in the context of the Accelerate! project, an EU-funded project launched at the 2014 Women's Forum Global Meeting that helps women professionals as they access boards and the media:

- A social media guide for expert positioning
- A guide for female leaders who want to get their voices heard
- A guide to promote women's exposure as experts in the media

KEY FIGURES

80% of the experts interviewed by the news media are men.

"Boards and the media are two sides of the same coin. As long as there are not more women in the media as experts, the stereotypes prevail."

Claudia Ritter



Giving figures is a good way to increase awareness. Counting is the key: give figures

Valérie Tandeau de Marsac

Moderator:

- **Anthony Gooch,**
*Director of Public Affairs and
Communications, OECD*

Speakers:

- **Nataliane Thoulon,**
*Vice-President Client Relations
and Strategic Projects,
Healthcare France, Sodexo*
- **Yasmin Waljee,**
*International Pro Bono Director,
Hogan Lovells*
- **Marissa Wesely,**
Coordinator, Win-Win Coalition

BOOSTING SOCIAL IMPACT TODAY AND FOR TOMORROW

Wednesday, 14 October 2015

17:30-18:15

Action to achieve "gender equality and empower women" is number 5 on the list of Sustainable Development Goals recently endorsed by the United Nations General Assembly. In addition, the G20 has called for the workplace gender gap to be reduced by 25% by 2025. "This is a wonderful idea, but it works out to 100 million women entering the workforce," noted Anthony Gooch. "How do we deliver on this?" Employers working with expert advocacy groups and local community organizations can accomplish much in the economic empowerment of women, but it requires both detailed knowledge of the problem and broad-based responses.

Empowerment must address a number of issues in specific contexts. "If a woman is trained for a good job but has to turn over her earnings to a man when she leaves the plant because she has no safe place to save, then she is not really empowered," pointed out Marissa Wesely. Besides jobs, women may need access to daycare, reproductive healthcare, financial services, better property rights and other forms of support if gender equality is to become a reality. Win-Win is a diverse coalition of organizations partnering with corporations to further women's economic empowerment.



*"It is estimated that full compliance with the G20 target could take 100 years. I don't have 100 years, nor does my daughter."
Yasmin Waljee*



At Sodexo when we crossed unit performance with unit gender balance, we found that what we believed is actually true. Gender-balanced teams outperform unbalanced ones.

Nataliane Thoulon

Contributing, measuring and monitoring

Quality of life services provider, Sodexo, with 400,000 employees in 80 countries, has set up an advisory board on gender equality to advise its business units on work flexibility, work-life balance, gender equality, leadership, mentoring, and the recruitment and promotion of women. The board also disseminates good practices originating from individual business units to the whole company.

The law firm of Hogan Lovells, with 7,000 employees worldwide, has a strong commitment to gender equality that reaches beyond the firm. Its lawyers are required to contribute at least 25 hours annually to working with outside groups on these issues.

Measuring and monitoring social impact is important, partly to convince all parties that policies in favor of women's empowerment are desirable. Sodexo recently combined two existing data sets on unit performance and unit gender makeup. "We found that what we believed is actually true," reported Nataliane Thoulon. "Gender balanced teams outperformed unbalanced ones." But we must not wait for conclusive data before taking action. "It is estimated that full compliance with the G20 target could take 100 years," said Yasmin Waljee. "I don't have 100 years, nor does my daughter."

KEY FIGURES

The G20 has called for reducing the gender gap in the workplace by **25%** by 2025. Doing so would mean **100 million** women joining the workforce.



Empowerment has to address a whole host of issues in order to be effective. Businesses shouldn't be expected to do all of this on their own, but they don't have to since there are lots of good organizations to work with.

Marissa Wesely

Speakers:

- **Sabine Domenget,**
Vice President Asia Pacific
International Development
Directorate MORPHO, Safran
- **Ghislaine Doukhan,**
Executive Vice President,
Safran Analytics
- **Philippe Gougeon,**
Collaborative Project Director,
Valeo
- **Liliane Pitcho-Baldacci,**
Vice President Sales and
Marketing, Aeronautics Key
Accounts SAGEM, Safran

HOW CAN WE SPARK INNOVATION?

By Safran

Wednesday, 14 October 2015

17:30-18:15

Companies must look beyond themselves and carefully study their own activities in order to spark innovation, speakers from international high-technology group Safran concluded. Several projects and initiatives by the company and its collaborators were outlined to demonstrate this.

The speed at which automated driving in cars is progressing is a result of collaborative innovation, said Philippe Gougeon, whose company, Valeo, has been working closely with Safran on the technology. Different fields of robotics are converging, he explained, meaning that the same processes for creating driverless cars can be used in drones; a company that specializes in one can learn much from a company that specializes in the other.

Innovation from inside companies can be facilitated through internal development services, said Ghislaine Doukhan, highlighting Safran's Fab Lab initiative as an example. This physical space within the company offers full access to Safran's networks and tools, and is somewhere employees can come to prototype then evaluate new ideas.



"To be a leader, to remain a leader, we must be able to innovate elsewhere."
Ghislaine Doukhan



Without innovation we would not have been able to help the Indian government with this effort.

Sabine Domenget

Data: an innovation goldmine

Company data is also an excellent source of innovation, Ghislaine Doukhan noted. It can be mined continuously from product testing, repair and use. Safran subsidiary Morpho put this into practice in its vast biometrics project identifying Indian citizens for electoral purposes, said Sabine Domenget. The data acquired can now be used as a basis for both healthcare and pension schemes.

Stressing the value of purely "inner innovation," Liliane Pitcho-Baldacci explained how Safran drone technology has been improved by employing mobile-phone engineers – an unusual move for the aerospace and security company; these engineers greatly reduced the weight of the system.

KEY FIGURES

High-technology company Safran employs **17,000** people.

Their biometrics program has affected **900 million** Indians so far. All have taken part on a voluntary basis.

Valeo has sold over **100 million** units of "sonic sensor" parking technology for cars.

*"Either you have a niche activity or you have to collect many friends."
Philippe Gougeon*



Create the conditions for innovation from tools, places and people... Innovation can come from anywhere!

Ghislaine Doukhan

Moderator:

- **Angelica Tarnowska,**
*Journalist, BBC and French
Radio London*

Speakers:

- **Christine Albanel,**
*Vice President in charge of
CSR, Diversity, Partnerships
and Philanthropy, Orange
and Deputy Chairman of the
Orange Foundation*
- **Anne Mény-Horn,**
*Deputy General Manager,
Musée d'Orsay*
- **Isabelle Morin Loutrel,**
Curator, Musée d'Orsay

A NEW EXPERIENCE OF CULTURE: DIGITAL TECHNOLOGIES TRANSFORMING THE PUBLIC'S EXPERIENCE OF ART

By the Musée d'Orsay and Orange

Wednesday, 14 October 2015

17:30-18:15

Today, technology is being used to make art accessible to greater numbers of people, even those who live far from museums. It also helps make the experience more pleasurable and educational.

“The links between new technologies, the digital world and culture are new territories that are begging to be explored,” said Christine Albanel, whose company, Orange, has been collaborating with a number of major cultural institutions including the Château de Versailles, the Louvre, the Musée du Quai Branly and Tunisia’s Bardo National Museum to create products that enhance the art-viewing experience for both museum-goers and those who cannot visit in person.

Immersive art appreciation

Orange and the Musée d'Orsay in Paris recently collaborated on creating an augmented reality application for a major work by Gustave Courbet: *The Artist's Studio: A Real Allegory Summing Up Seven Years of My Artistic and Moral Life (1854-55)*, which has just been restored by the museum. The application allows viewers to step inside this complex, monumental painting and immerse themselves in the world it depicts as they



“The links between new technologies, the digital world and culture are new territories that are begging to be explored.”
Christine Albanel

listen to the voices of its many figures, some of them famous contemporaries of the artist, others ordinary people and one an allegorical figure. The program is available on tablets in the museum and on the website www.entrezdanslatelier.fr.

Introducing new technologies to museums can sometimes meet with resistance, said Anne Mény-Horn, but projects like this prove that it can work. "Can a smart museum exist?" she asked. "I am convinced that it can." She pointed out that Orsay, celebrating its 30th anniversary this year, was one of the first museums to put its collection online.

Isabelle Morin Loutrel explained that there are many reasons why museum collections cannot be fully displayed to the public: some works are out on loan, for example, while others are too fragile, and there is rarely enough space to show a museum's entire holdings. Technology can help make the works held in the reserves available to the public.

In the case of the Courbet painting, the application helped explain the enigmatic work and the complex restoration process. "Many people stop in front of the painting, but it is difficult to take in," she said. "The application will help them understand it."

KEY FIGURES

200,000 people discovered the corpses of the Versailles gardens through an augmented reality app.

Over **80%** of museum-goers carry a smartphone.

"After the restoration, we can see the figures in the background and colors that weren't visible before."

Isabelle Morin Loutrel



A museum has a social responsibility to offer something special to all its visitors, which is why museums must constantly innovate.

Anne Mény-Horn

Speaker:

• **Kasha Witkos,**
Cluster Head Central EU
Immunology, Acting EU Region
Head for Immunology, Baxalta

ARE YOU CURIOUS ABOUT BIOTECHNOLOGY?

By Baxalta

Wednesday, 14 October 2015

17:30-18:15

Who is the chief medical officer in your household? Participants' personal experience confirmed what the statistics say. Kasha Witkos mentioned a study in the UK, Germany, Japan and Brazil showing that 94% of working mothers make healthcare decisions for others. As several participants pointed out, this is true even when adult children no longer live at home and extends across the generations, for instance when it comes to decisions about healthcare for aging family members.

During this highly interactive session, Kasha Witkos addressed ways in which innovation impacts women's everyday lives – for instance because women want their families to receive the best healthcare. This can be particularly important when a family member has a chronic, severe condition. Participants watched a short film in which a working mother, Dayna Fladhammer, tells the story of how she learned to take control of healthcare decisions for her children, all four of whom have primary immunodeficiency – a rare, chronic and life-altering condition. Her goal is for them to gradually learn to take ownership of their healthcare, even when that means letting them make mistakes. This has especially affected the way she is raising her daughters, trying to empower them and teach them "this is my body, it's my choice."



My grandmother innovated every day, in a very simple way. I remember her showing me how she separated milk from cheese.

Kasha Witkos

Innovation in the form of a soft blue teddy bear

As Kasha Witkos and several participants pointed out, innovation is really about asking what is needed and how to be part of the solution. One example is Igi, a long-legged blue teddy bear that shows how a simple idea can impact people's lives – in this case, the lives of children who, like Dayna's kids, have primary immunodeficiency and must receive routine intravenous infusions. The bear, designed by a child, is imagined to take the needle jabs along with the child. It allows children to learn about their condition and is part of a therapeutic kit including a storybook, an activity journal and a guide for parents. The kit is designed to encourage children to explain how the bear (not themselves) is feeling and where it hurts.

Kasha Witkos ended the session by giving the floor to participants, who discussed examples of innovations that impact their professional and personal lives.

KEY FIGURES

94% of working mothers make healthcare decisions for someone else.

1 in **60,000** adults has primary immunodeficiency.

In adults, primary immunodeficiency takes **7** years to diagnose.

“Innovation doesn’t have to be a new molecule. It can just be thinking of something that wasn’t there and that you can put there for somebody else.”

*Linda Hartman-Reehl,
Senior Director, Diversity and Inclusion,
Baxalta*



CARTIER WOMEN'S INITIATIVE AWARDS

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



Master of ceremonies:

- **Henry Bonsu,**
broadcaster, conference host
and analyst, BBC News

CARTIER WOMEN'S INITIATIVE AWARDS CEREMONY

Thursday, 15 October 2015

14:10-14:45

Entrepreneurs from six different regions of the world received an award for their achievements in the fields of science, health, beauty and environment.

- Komal Dadlani, Lab4U, Chile – developing web and mobile technologies to turn smartphones and tablets into science instruments.
- Alexandra Greenhill, myBestHelper, Canada – developing a web and mobile service that helps families find childcare, home care and elder care.
- Ciara Clancy, Beats Medical, Ireland – delivering sound wave treatment for people with Parkinson's disease via a mobile application.
- Mouna Abbassy, Izil Beauty, Morocco – developing cosmetics made of argan oil and other rare natural ingredients imported from Morocco.
- Chinwe Ohajuruka, Comprehensive Design Services, Nigeria – engineering and building affordable green houses that are energy- and resource-efficient.
- Hannah Chou and Momo Huang, OurCityLove Social Enterprise, Taiwan – hiring people with disabilities to collect and share information about accessible restaurants via mobile technology.

Henry Bonsu opened the ceremony by noting how all finalists shared the audacity to explore new territories and the boldness to disrupt conventions. Becoming an entrepreneur sometimes means taking a break from a career or academic degree, and this requires a lot of dedication and courage.



A large number of people taking small steps will achieve a whole lot more than a few people taking large steps.

Chinwe Ohajuruka

Beyond the award, a network of inspiring women

All the laureates stressed that creating a business and working in science require incredible drive, and that the awards will allow them to keep up the momentum to develop their projects further. Komal Dadlani said she was “humbled and honored to have met so many incredible women” who were all a significant source of inspiration.

When she returns to Canada, Alexandra Greenhill will tell her friends and peers about this “whole universe of men and women who have great ideas” and encourage other entrepreneurs to apply. Ciara Clancy added that these awards had given all the finalists “incredible knowledge and inspiration.” As a laureate, she also intends to use the funding and coaching to take her project beyond Europe and help people with Parkinson’s disease all over the world.

Mouna Abbassy said that from the beginning, she believed her enterprise would bring her to the awards ceremony in Deauville. She described herself as strong and confident, like “all the Berber women who make amazing oils that are used around the world.” This feeling was shared by Chinwe Ohajuruka: “this project is much bigger than me,” she said. “It’s about our beautiful continent Africa, it’s about my country Nigeria, and it’s about the Cartier Women’s Initiative Awards’ belief that dignity is very important. Africa must rise.” Hannah Chou and Momo Huang underlined the importance of love and solidarity as a business model.

“These women are about to join a family, an alumni association,” concluded Henry Bonsu. Since the Cartier Women’s Initiative Award was created in 2006, over 150 women have been finalists in the competition. The six winners will each receive an award of US\$20,000, one year of professional coaching from Cartier, INSEAD and McKinsey & Company, media visibility for their projects, and a stunning trophy designed by Cartier.

“This project is much bigger than me. It’s about our beautiful continent Africa, it’s about my country Nigeria, and it’s about the Cartier Women’s Initiative Awards’ belief that dignity is very important. Africa must rise.”

Chinwe Ohajuruka

“I think our solution is going to become a household name that is going to help billions of people.”

Alexandra Greenhill

“I dedicate this trophy to all the Berber women who make amazing oils that are used around the world.”

Mouna Abbassy



Persons with disabilities are given jobs that do not fit their personal skills. We provide jobs that only disabled people can do. They are able to do them. We aren't.

Hannah Chou

Moderator:

- **Henry Bonsu,**
Broadcaster, Conference Host
and Analyst, BBC News

Speakers:

- **Mouna Abbassy,**
Co-founder and Managing
Director, Izil Beauty, and 2015
Cartier finalist
- **Carmen Hijosa,**
Founder and CEO, Ananas
Anam, and 2015 Cartier finalist
- **Thato Kgatlhanye,**
Founder and Brand and
Marketing Manager, Rethaka
Trading, and 2015 Cartier
finalist
- **Chinwe Ohajuruka,**
Founder and CEO,
Comprehensive Design
Services, and 2015 Cartier
finalist
- **Jeni Saeyang,**
Founder and CEO, Eco&More,
and 2015 Cartier finalist

INSPIRED BY NATURE

Wednesday, 14 October 2015

17:30-18:15

This panel was composed of five of the 2015 Cartier finalists whose projects are 'inspired by nature.' Izil Beauty, founded by Mouna Abbassy (UAE), offers a line of organic personal-care products made with argan oil, which is harvested and produced by indigenous Berber women. With Ananas Anam, Carmen Hijosa (United Kingdom) patented a versatile textile made from pineapple leaf fibers. Thato Kgatlhanye (South Africa) founded Rethaka Trading, which upcycles plastic bags into backpacks with solar panels that provide light. Chinwe Ohajuruka (Nigeria) founded Comprehensive Design Services, which designs and engineers affordable green homes. Jeni Saeyang (China) created Eco&More, which manufactures eco-friendly cleaning products. Two of the five panelists sold their own homes to finance their projects in the early stages, and another refinanced hers.

Making an impact

With Izil Beauty, Mouna hopes to encourage women to take time for themselves. Her project helps preserve traditional methods of harvesting and producing argan oil, which is primarily the work of Berber women, while also giving the women and their communities an economic and social boost.



*There is a certain mindset
I've seen in other young
people: we are relentless
in everything we do.*

Thato Kgatlhanye

*"When you go into an industry you
know nothing about, you break the
rules and achieve things."*

Carmen Hijosa

*"Starting a business
is disruptive in itself."*

Henry Bonsu

China's pollution, the extinction of marine life in its rivers, and its reputation for producing poorly made products, inspired Jeni Saeyang to create plant-based, petrochemical-free versions of "the products we use the most." She risked a great deal by refusing to test on animals, even though it was required by law.

The housing shortage and living conditions in Nigeria inspired Chinwe Ohajuruka to "tackle poverty and restore dignity" to the poor. Her homes are adapted to African weather and resistant to global warming. She intends to prove that it can be profitable to build small, affordable, passive houses that have a big impact with a small carbon footprint.

As a child, Thato Kgatlhanye's mother did not have enough light to study by. Thato believes a community's problems should inspire, rather than control us. She decided to start "at the bottom," with children, and to use new technology to put us more in touch with nature. Her solar-powered backpacks improve children's lives by giving them light to study and play by.

Carmen Hijosa, owner of a fine leather company, turned her back on luxury and leaped into social entrepreneurship. The poor quality of leather in the Philippines and the environmental damage the industry caused, as well as massive waste in pineapple cultivation, inspired her to turn unused pineapple leaf fibers into a superior, environmentally friendly raw material and source of revenue for farmers.

KEY FIGURES

In China, **400** species of aquatic animals go extinct every year.

Annually, there are **24 million** metric tons of pineapple leaf waste worldwide, **2.4 million** of which is in the Philippines.

In Nigeria, **80%** of the population lives in substandard housing.

Nigeria has a population of **180 million** and is growing by **3 or 4 million** per year.

"Africa is the continent that is most vulnerable to global warming, that contributes the least to greenhouse gases, and is the least prepared to deal with it."

Chinwe Ohajuruka

"The harder the work, the harder the journey, the more precious the result."

Jeni Saeyang



Whenever you buy argan oil, you are making the lives of Berber women and their children better.

Mouna Abbassy

Moderator:

- **Henry Bonsu,**
Broadcaster, Conference Host
& Analyst, BBC News

Speakers:

- **Denise Abulafia,**
Co-founder and CEO,
Educatina, and 2015 Cartier
finalist
- **Alexandra Greenhill,**
Co-founder and CEO,
myBestHelper, and 2015
Cartier finalist
- **Eman Hylooz,**
Founder and CEO, Abjjad,
and 2015 Cartier finalist
- **Shanti Mohan,**
Founder and CEO,
LetsVenture, and 2015 Cartier
finalist
- **Suzana Moreira,**
Founder and CEO, MoWoza,
and 2015 Cartier finalist

THE INCREASING NEED TO BE CONNECTED... LOCALLY

Thursday, 15 October 2015

11:45-12:30

Five Cartier Women's Initiative Awards finalists discussed how they use technology and social networks to launch their businesses while serving people at the local level.

When physician Alexandra Greenhill started a family, she was surprised that, compared with the host of online tools for booking a trip, there was nothing for families seeking childcare. She launched MyBestHelper, a service that connects families to babysitters. Gaining credibility was challenging: "When a successful physician drops her practice to launch a babysitting service, people think you are crazy," Alexandra Greenhill noted. The service has since taken off in Canada, with plans to expand worldwide.

Suzana Moreira developed a technology to connect micro-entrepreneurs in Mozambique with suppliers in South Africa. Before her MoWoza app, small business owners, mainly women, traveled to South Africa to source cheaper goods. They often suffered exploitation, corruption and criminal activity at the border. Today buyers can avoid the hassle by placing orders online. "We aggregate the orders, negotiate with suppliers and deliver the goods," said Suzana Moreira.



"We have met some resistance getting old school publishers to digitize their books, but all their clients are online, so they might as well join the club."

Eman Hylooz



We create solutions for students, but we also work with teachers to show them how to flip their classrooms.

Denise Abulafia

Shanti Mohan was determined to make fundraising easier for startups in India. When she launched LetsVenture in 2013, "expectations were low, which was a good thing," noted Shanti Mohan. But the timing was right, and today her business is thriving. She stressed the importance for entrepreneurs of having a strong network who will stand by you no matter what. "I have my girlfriends who provide unconditional support," Shanti Mohan said.

Eman Hylooz loves her language, and she is not the only one. There are 141 million Arabic Internet users, half younger than 25, yet only 3% of web content is in Arabic. "Youth need cool mobile platforms to access Arabic books, so I created a social network and made many of these books available," said Eman Hylooz. The community is now 125,000 members strong and aims to reach one million.

Professor Denise Abulafia wanted to disrupt outdated teaching methods and address high dropout rates in Latin America. With Educatina, "we are transforming education using technology and neuroscience to create devices to help them enjoy learning so that they can remain lifelong learners," Denise Abulafia explained.

KEY FIGURES

India is the world's **3rd** largest start-up ecosystem.

More than **3 million** students per month are logging into educatina.com to learn at their own pace.

There are **141 million** Arabic Internet users worldwide, half younger than 25, yet only **3%** of web content is in Arabic.

In Mozambique, **80%** of informal trade driven by informal markets is done by women.

*"Our timing was bang on. Had we launched this business four years ago, it wouldn't have worked."
Shanti Mohan*



*"I like the energy in informal markets. You can feel the buzz; it is a very social environment. We want to ensure that we continue to drive that social aspect. That is our challenge."
Suzana Moreira*



Contrary to the myth, entrepreneurs are not all young people with no families, most are mid-career professionals with young kids who want to do something meaningful to change the world.

Alexandra Greenhill

Moderator:

- **Henry Bonsu,**
Broadcaster, Conference Host
& Analyst, BBC News

Speakers:

- **Victoria Alonsopérez,**
Co-founder and CEO, IEETech,
and 2015 Cartier finalist
- **Jennifer Broutin Farah,**
Founder and CEO, SproutsIO,
and 2015 Cartier finalist
- **Hannah Chou,**
Co-founder, OurCityLove
Social Enterprise, and 2015
Cartier finalist
- **Sarah Hawilo,**
Co-founder and CEO, SerVme,
and 2015 Cartier finalist
- **Momo Huang,**
Co-founder, OurCityLove
Social Enterprise, and 2015
Cartier finalist

FEEDING THE FUTURE: CREATING A BETTER SUPPLY CHAIN

Thursday, 15 October 2015

16:30-17:15

Cartier Women's Initiative Awards finalists in the area of 'feeding the future' described their chosen projects and the journeys that had led them to the competition.

Hannah Chou and Momo Huang have launched a mobile app to help people with limited mobility find Friendly Restaurants (the name of their app) in Taipei, inspired by their ageing grandmothers and their difficulties getting around. Hannah also credited her grandmother and parents with teaching her problem-solving at a very young age. "When I fell down they made me figure out how to get up by myself," she said. "But participating in the Cartier Awards has given me confidence as a woman I didn't have before."

Architect Jennifer Broutin Farah founded SproutsIO because she thought the rate of change in architecture and urban planning, in terms of impact on people's lives, was too slow. With her firm she is able to put tools for change into people's hands. She has not encountered any particular obstacles as a woman in business, and is convinced that women have real advantages in terms of listening to staff members, fostering teamwork, and nurturing a business. "Growing a business is building a team, and women very often have what that takes," she said.



"When I went to university one student in eight was a woman. When my partner went to the same university a few years later, one student in five was a woman."
Momo Huang



Education is never limiting; find what you want to do and then learn what you need to know to do it.

Sarah Hawilo

As a young aerospace engineer in Uruguay, Victoria Alonsopérez decided she could do more to help her country by putting her science skills to use in the cattle industry, Uruguay's most important export product. Her young firm has developed devices to monitor cattle development autonomously and at a distance. She said she had never felt daunted as a woman in fields dominated by men. A passionate science and engineering student, she has always felt herself to be their equal, one of the boys. As her father told her, "you will always succeed, and only succeed, when you are doing what you absolutely love to do." In a sideline activity, Victoria is engaged in building drones.

A manager in the technology industry, Sarah Hawilo was working on a project involving the restaurant sector when she noticed that half of new restaurants fail in the first year, and that five years out the attrition rate rises to 80%. With no degree in math or engineering, she taught herself the data handling and computer programming skills she needed to start her own business, an online service that processes large amounts of data to bring restaurants in touch with their target clientele, while enabling diners to communicate preferences to their favorite restaurants. With enough data the model becomes predictive. "Education is never limiting; find what you want to do and then learn what you need to know to do it," she advised.

"My father told her when I was a child, 'you will always succeed, and only succeed, when you are doing what you absolutely love to do.'"

Victoria Alonsopérez

"When I was very little and I fell down, my parents made me figure out how to get up by myself. But participating in the Cartier Awards has given me confidence as a woman I didn't have before."

Hannah Chou



Growing a business is building a team, and women very often have what that takes.

Jennifer Broutin Farah

Moderator:

- **Henry Bonsu,**
Broadcaster, Conference Host
& Analyst, BBC News

Speakers:

- **Enass Abo Hamed,**
Founder and CSO, H2GO
Power, and 2015 Cartier finalist
- **Ellen Brune,**
Founder and CSO, Boston
Mountain Biotech, and 2015
Cartier finalist
- **Ciara Clancy,**
Founder & CEO of Beats
Medical, and 2015 Cartier
laureate
- **Komal Dadlani,**
Co-founder and CEO, Lab4U,
and 2015 Cartier laureate

IMPROVING SCIENCE THROUGH TECHNOLOGY

Thursday, 15 October 2015

17:30-18:15

Four Cartier finalists and laureates discussed what it is like to be women scientists and entrepreneurs, and the challenges they faced in setting up their businesses and preparing for the Cartier Women's Initiative Awards.

The challenges of entrepreneurship

"It is hard to be women entrepreneurs; you need a support group," said Ellen Brune. Komal Dadlani agreed that being an entrepreneur can be very lonely, so it is essential to find peers who can relate to your problems and inspire you to continue. Scientists make very good entrepreneurs, she noted: "We are naturally resilient, we are used to trying and experimenting until we find a solution, and we don't give up."

Ellen Brune's biggest challenge as a young entrepreneur is sorting through the large volume of advice and feedback given by often more experienced people: what will be helpful now, in the mid-term and in the long-term? And what ideas are not suited to your business? "At the end of the day, you have to recognize that you know your business the very best," she concluded.

Taking the leap and becoming an entrepreneur is itself a challenge, said Ciara Clancy, who comes from a physiotherapy background. "It is the friends, the individuals that believe in you who make you feel ready."



It is always good to ask for advice, but you have to recognize that you know your business the very best.

Ellen Brune



"To become a scientist and an entrepreneur, autonomy and independence are crucial."

Ciara Clancy

All the challenges entrepreneurs can face – including loneliness and self-doubt – can be overcome with determination, said Enass Abu Hamed. “I am Palestinian and come from a politically sensitive region. Five years ago, I moved to Cambridge to learn English as well as skills that I could use to make an impact. So I focus on the impact I want to make, and that is what drives me.”

Ciara Clancy also stressed the need to “celebrate the good times” instead of dwelling on the challenges. As an educated woman in Ireland, she said, she had opportunities that are out of reach for many people, for political, social, family or health reasons. She added that to become a scientist and an entrepreneur, autonomy and independence are crucial.

“We are changing the world through our very actions. It’s what makes us wake up every day.”
Komal Dadlani



Behind all the projects and businesses, there are inspiring individuals and journeys.

Enass Abu Hamed

Speaker:

• **Shamsa Saleh,**
Chief Executive Officer, Dubai
Women Establishment

THE UAE GENDER BALANCE COUNCIL: A NEW REFERENCE POINT

Wednesday, 14 October 2015

17:30-18:15

The United Arab Emirates is determined to become a country of reference for the Arab region on gender balance, building on progress already made to close gaps with regard to the role of women in politics, corporate decision-making and in the economy overall. It is the first Arab country to pass a law requiring that women be represented on company boards, and it is also the first to establish a Gender Balance Council.

The council has six main aims, which include reducing the gender gap, helping enhance the UAE's global competitiveness and developing initiatives and projects to promote the role of women in politics. From 2016, a gender index will measure the progress being made.

"People ask me whether we (women) drive cars, but we are way beyond that. We fly jet fighters," Shamsa Saleh said. Gender balance has been "there from the start" of the UAE, which was founded in 1971, she added. Women outshine men in higher education, accounting for 71% of the country's university graduates. At one airplane spare parts company, Strata, women make up 83% of the workforce. There are 15,000 women police officials in the UAE, which, as a percentage of the total force, is one of the highest in the Arab region.



*I had a choice, whether
to be a CEO or a mother.
I chose to be both a mother
and a CEO.*

Shamsa Saleh

But the country, which will host a meeting of the Women's Forum in Dubai in 2016, ranked 115th in the 2014 World Economic Forum's Global Gender Gap Report. The aim is to rank among the top 50 by 2017, Shamsa Saleh stated.

Childcare centers

The availability of childcare is crucial if women are to play a bigger role in the economy and take more leadership positions. By law, any company employing 50 people or more is obliged to provide childcare facilities for its workforce. "I had a choice, whether to be a CEO or a mother. I chose to be both a mother and a CEO," Shamsa Saleh told the session.

She said that UAE ruler Sheikh Mohammed bin Rashid Al Maktoum had set an example by ensuring that his wife and daughters worked. "It is a message to the citizens to do the same," she said.

KEY FIGURES

66% of all government employees are women.

Women occupy **30%** of all decision-making roles in government.

The literacy rate among UAE women is **90%**.



People ask me whether we (women) drive cars, but we are way beyond that. We fly jet fighters.

Shamsa Saleh

Speakers:

- **Marianne Laigneau**,
Group Senior Executive Vice-
President, Human Resources,
and Member of the Executive
Committee, EDF
- **Nicole Verdier Naves**,
Senior VP, Senior Executive,
Talents and Managers Training,
EDF

SUCCEED IN YOUR DIRECTOR'S ROLE

By EDF

Wednesday, 14 October 2015

17:30-18:15

By 2017, the corporate boards of French public companies employing more than 500 workers must be 40% female. More and more countries are adopting similar regulation in a race to bring diversity to the boardroom. Yet, men still overwhelmingly dominate corporate governance structures worldwide. What can women do to be considered for this responsibility and ensure their success once they are in the boardroom?

Be well prepared

Nicole Verdier Naves opened the session by describing what makes a good board member. First, "you must be a very strong professional. Second, be clear about who you are and what exactly you want from this role." Citing her own experience as a board member for international subsidiaries, she underlined the importance of understanding the different cultures in which you operate. "Being a woman board member in Poland is not the same as being a woman board member in the UK." Finally, she emphasized the need to be prepared. "Be well trained for your interviews with those who have chosen you. Think of your main qualities, what makes you different and what you can bring to the board."



Being a board member is all about individual responsibility. Even though you are part of a group, in the end it is about your sense of your individual responsibility and what is best for the company.

Marianne Laigneau

Build alliances

Marianne Laigneau confirmed this last point. “More and more headhunters look for good communication skills. And CEOs are often looking for their No. 1 or No. 2, so show that you are prepared.” She then advised on the subsequent steps to take once selected:

- Ask if you will be a member of a dedicated committee and how the board functions, especially in different countries.
- Be aware that you will be in a community of other board members and various stakeholders, understand who does what, form alliances, and network.
- Build a cross-disciplinary view of the business, especially legal, moral and ethical perspectives.

However, for Laigneau the most important quality to bring to a board is “a sense of individual responsibility.”

One Canadian woman who serves on many boards told the audience that she sometimes felt she was chosen to lower the average age of the board or because she was a woman. Laigneau assured her that, although she may bring both to the board, “you were definitely chosen for your competencies. What is at stake in today’s rapidly changing environment is so huge that boards are very careful about choosing what’s best for the company. The days of making these decisions over a game of golf are over.”

KEY FIGURES

By 2017, the corporate boards of public companies in France with more than **500** workers must be **40%** female.

“Some 50% of board members of French companies are from CAC-40 companies and only focus on financial KPIs. We must consider other things, like how we treat employees, the role of unions and sustainability.”

Marianne Laigneau



We must have a vision of the capacity of a company to be transformed. Too often, board members don't think about who will do the transforming.

Nicole Verdier Naves

THE SINGAPORE DELEGATION

Every year since 2007, each year the Women's Forum Global Meeting has hosted delegations of remarkable women and men from a specific country or region. In 2015 the Women's Forum honored Singapore. Led by Su-Yen Wong, CEO of the Human Capital Leadership Institute of Singapore, this delegation was composed of visionary women and men from business, politics, sciences, social entrepreneurship, academia, the arts, media and philanthropy.



Moderator:

- **Sylvie Brieu**,
International reporter, author
and educator, National
Geographic/Unesco

Speakers:

- **Penny Low**,
Founder and President,
Social Innovation Park; former
Member of Parliament,
Singapore
- **Lai Choo Malone-Lee**,
Director, Centre for Sustainable
Asian Cities, School of Design
and Environment, National
University of Singapore
- **Johan de Villiers**,
Managing Director, ABB
Singapore

THE RISE OF SMART CITIES IN ASIA: REALITY OR URBAN UTOPIA?

Wednesday, 14 October 2015

17:30-18:15

This year, Singapore unveiled its plan to become a 'smart nation.' As it celebrates its 50th anniversary, the Southeast Asian country aims to become a hub for research and technological innovation. Already, it has started to develop a range of projects to improve environmental sustainability, functionality and well-being.

Making the most of technology to improve 'liveability'

A smart city is a place where technology is applied to urban planning to allow people to reach their full potential in a pleasant environment, said Johan de Villiers. But while 'gadgets' are key to creating a smart city, said Lai Choo Malone-Lee, the discussion should privilege the citizens' well-being: technology is useful only if it increases functionality and sustainability.

Singapore has aimed to reach sustainability from its early days by adopting gas-fired power stations instead of coal-fired ones. This was the cleanest technology possible, and today the nation reaps the benefits of this decision. Moreover, sustainability in a smart city is also coupled with 'liveability': in Singapore, every river, canal and water point is a reservoir as well as a recreational area, which will become a connected



Being people-centric instead
of technology-centric is key to
building a truly 'smart' city.

Lai Choo Malone-Lee

“It's all about making the most of
what you have today to build the best
possible environment for the people.”

Johan de Villiers

parkway. The goal is to “keep our talents in Singapore but also attract foreign talents, who will in turn help make the city even smarter and more liveable,” said Penny Low. As a member of Parliament, Penny Low led the creation of Singapore’s first eco-town in Punggoo. It includes rain harvest infrastructure, solar panels and ‘smart homes’ with electronic appliances that can be controlled remotely via mobile phones. Data is collected to create a smart-city dashboard indicating, for example, breakdowns and peak hours for traffic.

Can smart cities be replicated everywhere? “Singapore has over 50 years of state-building, with a government that has invested a lot in technological development,” conceded Lai Choo Malone-Lee. “But that doesn’t mean that less developed cities and countries cannot apply the model at their own level.” However this is not always an easy process: electronic road-crossing, which had already been implemented in Singapore to ease traffic during peak hours, was only adopted in Johannesburg after many hurdles. A lack of stakeholder management and of popular consultation caused the project to be delayed and boycotted by citizens, causing heavy financial losses for all parties involved. This proves, according to Johan de Villiers, that it is not just the technology of a smart city that must be replicated, but also its concept of putting people first.

“Less developed cities can apply the model at their own level and to suit their own needs.”

Lai Choo Malone-Lee



*It is a ‘renaissance city’:
full of hope and excitement.*

Penny Low

Moderator:

- **Julia Marton-Lefèvre,**
Chair, Advisory Board to
the Sustainable Biomass
Partnership

Speakers:

- **Isabelle Autissier,**
President, World Wildlife Fund
France
- **Irina Bokova,**
Director-General, UNESCO
- **Antoine Frérot,**
Chairman and CEO, Veolia
- **Navi Radjou,**
Innovation leader and strategist

IS 'LESS IS MORE' THE SOLUTION TO ADDRESSING VITAL NEEDS?

Wednesday, 14 October 2015

18:30-19:30

With climate change, depleted resources and a world population that is now over 7 billion and expected to reach nearly 10 billion by 2050, it is no longer feasible to rely on the linear 'take, make, dispose' model of production. How can we provide for humanity's basic needs – clean water, air and energy in a safe, healthy environment – in a sustainable way? The 'less is more' model may suggest some solutions.

Technological solutions

Innovative science and technology will be vital in creating new products that do a job at lower cost while using fewer resources and energy. Navi Radjou brought in three visual aids as examples of 'jugaad' (frugal innovation) that are "safe, affordable, simple and sustainable." One was a portable, reusable, US\$200 baby incubator that has already saved the lives of 160,000 premature or low-birth-weight babies in places that cannot afford a traditional incubator costing US\$20,000. The others were an inexpensive device equipped with wireless sensors that pays for itself within a couple of months by helping farmers conserve water and fertilizer, and the Raspberry Pi, a low-cost, credit-card-sized computer that can be used offline by children to start learning without teachers. "Cheap technologies can address fundamental needs," he said. "Sometimes a simple thing can make a big difference."

Industry has a vital role to play when it comes to large-scale technological innovation. Some corporations are working towards implementing a 'circular economy' designed to be restorative and regenerative. According to Antoine Frérot, the technology already exists to safely recycle household and industrial water. "Today, it is no longer possible



*Gen Y and Gen Z
will be adept at the
sharing economy.*

Navi Radjou



"We see today a war for the hearts and minds of people in many parts of the world."

Irina Bokova

to exploit nature,” he said. New ways must be found to fulfill our raw material, water and energy needs. “The answer is by systematically transforming waste into new resources.” The beauty of this solution for water is that the wastewater is already present in the right amounts just where it is needed, eliminating the need to transport it and thus economizing on cost and reducing pollution.

Human solutions

Irina Bokova spoke of the importance of 'soft power' in achieving the goals of the UN's 2030 Agenda for Sustainable Development. She said she would like to change the perception of the UN as a 'hard-power' organization working strictly on military and security issues. “We see today a war for the hearts and minds of people in many parts of the world,” she said. “We have to win this war by empowering young people. We have to teach them tolerance and cultural competencies.” She added that there is abundant evidence of the positive effect of educating girls on society as a whole, in terms of the environment, health, inclusion and so on.

Isabelle Autissier, a scientist who became a well-known competitive sailor, pointed out the importance of looking at nature first when considering the environment, then reflecting on what it is telling us and finally developing a strategy for dealing with it. “People seem to do the contrary,” she said. “First of all, they have a strategy and then they look at nature to see if it fits or not. Most of the time it doesn't.” She urged everyone to speak out in whatever groups they belong to: families, neighbors, associations, churches and, of course, as voters.



Recycled water is completely clean and safe.

Antoine Frérot

KEY FIGURES

Every year, **4 million** babies who were born prematurely or with a low birthweight die for the lack of an incubator.

Only **25%** of plastic is recycled worldwide.

“I live in Silicon Valley, where innovation is anything but frugal. We spend billions of dollars coming up with the next big thing – think about the iPhone 5, 6, 7, 8 – and yet these technologies are resource-intensive and are not in adequation with the needs of the world's 7 billion people”

Navi Radjou

“The political signals come from us, the citizens of the world We have to be mobilized before, during and after and after COP21.”

Isabelle Autissier

Welcome remarks:

- **Barbara Lavernos**,
*Executive Vice President,
Operations, L'Oréal*

Moderator:

- **Julia Marton-Lefèvre**,
*Chair, Advisory Board to
the Sustainable Biomass
Partnership*

Speakers:

- **Ameenah Gurib-Fakim**,
*President, Republic of
Mauritius*
- **Laurence Tubiana**,
*Special Representative for the
2015 Paris Climate Conference*

ENERGIZING THE WORLD: THE ROLE OF THE DECEMBER CLIMATE CHANGE CONFERENCE

Opening dinner of the Women's Forum Global Meeting

Wednesday, 14 October 2015

20:00-23:00

We are the first generation to be affected by climate change and the last generation that can do something about it, Barbara Lavernos reminded the Forum, citing a quote originally used by Governor Jay Inslee of Washington State but also by President Barack Obama at the Climate Change summit in 2014. The climate change agreement in Paris next December, she stressed, must sound a “loud and clear message” to the international community that action must happen now with clear solutions. Whether civil society, businesses, scientists, employees, “we are all connected and affected,” she said. “It is urgent to get the vast majority of them on board now.” The L'Oréal executive vice president added that the new paradigm, which her company embraces, consists of a new set of investment choices and key performance indicators linked to sustainable development.

Julia Marton-Lefèvre specifically asked the two speakers to suggest practical ways for all concerned to take action. As one of 34 small island states affected by climate change, Mauritius is seeking “increased resilience,” explained Ameenah Gurib-Fakim. “But we have to talk with one voice because we all have special needs.” These islands now find themselves at a junction where no one can afford to remain passive. As a result, the December 2015 agreement needs to come up with a document that will prove resilient enough, with appropriate impact on ecosystems. “By addressing biodiversity we are actually saving ourselves,” she said.



We are humans and we need to protect our comfort zones.

Ameenah Gurib-Fakim

Change is vital

For Laurence Tubiana the challenge is how to change both one's voice and mindset. Previously, it used to be a matter of demanding that the polluters repair the damage they have inflicted. "But this has changed," she said. The Paris conference needs to ensure that "we all act together and now." On the positive side, the awareness has never been so great. Climate change is a risk for everybody. Given that it impacts everything from biodiversity to the oceans, every country needs to look to the future in a different way. The agreement has to serve as a guideline for 50 years, Laurence Tubiana added. The challenge is how to organize ourselves in a manner that will make a huge difference. "We have to produce an immense wave, like for a surfer, and not lag behind," she said. For her, the Paris Conference is already a success, but the international community should not ask whether it is profitable. "We simply have to do it."

KEY FIGURES

151 countries have proposed climate change plans.



"The shift of trillions of dollars over time [towards climate change mitigation] is the challenge for Paris."
Laurence Tubiana

"Women have to be on the frontline of transformation."
Barbara Lavernos



Moderator:

- **Sophie Lambin,**
Co-founder and Managing
Director, Kite Global Advisors

Speakers:

- **Hervé Bouaziz,**
Executive VP Strategy and
Business Development
SAGEM, Safran
- **Marc Fontecave,**
Chair, Chemistry of Biological
Processes, Collège de France
- **Guillaume Leroy,**
Vice President, Dengue
Company and Member of
Sanofi Pasteur Executive
Committee
- **Rachel Schutt,**
Senior Vice President of Data
Science, News Corp
- **Jan De Witte,**
President and CEO, GE
Healthcare IT

FIVE SCI TECH ADVANCES REVOLUTIONIZING OUR NEAR FUTURE

Thursday, 15 October 2015

08:30-09:45

“The best way to predict the future is to create it.” Those words, often attributed to management consultant Peter Drucker and used by two speakers to finish their presentation, aptly summed up the content of this session, in which five scientists outlined a diverse set of potentially game-changing technologies covering everything from vaccines to cloud computing, data science, artificial photosynthesis and drones.

Guillaume Leroy discussed two decades of efforts to create a vaccine for dengue fever, a mosquito-borne disease that poses a threat for almost half the world’s population, mostly in tropical and subtropical regions. In Brazil alone, the disease has taken the lives of some 800 people so far in 2015. There is no specific treatment. The World Health Organization (WHO) wants to reduce dengue mortality by 50% and morbidity by 25% by 2020. “The drive to tackle dengue has been slowed because it mostly affects poor regions of the globe, Guillaume Leroy said.

Marc Fontecave turned to renewable energy. He reminded the audience that one of the biggest stumbling blocks to solar power is the intermittent nature of sunlight and the lack of efficient storage systems. Using photosynthesis as a model, scientists are developing a way to combine water and carbon dioxide to produce fuel, with oxygen as a byproduct. The equation is simple, but the process is slow and complex. It requires a catalyst. The best one so far is platinum, which is too expensive. Studies are underway with cheaper minerals such as nickel and iron.



“We’ve heard a lot here about technology. Investing in technology is one thing, but basic research is also important. You need both.”
Marc Fontecave



Access to healthcare is an individual right, but it is also the result of a collective effort.

Guillaume Leroy

Hervé Bouaziz explored the civilian use of drones, given their flexibility and ability to stay in the air for extended periods of time. Drones can be useful for tasks such as monitoring geographically large systems, such as railway networks, and making deliveries to distant places – as part of disaster relief efforts. The market remains muted for two reasons: regulations that restrict how and where drones can be used; and outstanding technical issues regarding safety and reliability.

Healthcare is a decade or two behind the information technology curve, noted the next speaker, Jan De Witte. In recent years the medical sector has concentrated on transforming old paper records into digital form, providing a potentially rich data stream. While the term “cloud computing” may

already be a buzzword, the underlying reality remains interesting: firms and individuals can access almost infinite computing power for short periods of time and the world’s seven billion devices can interface with the entire system – all at lower costs. By accessing remote computing power, hospitals can reduce the time for the diagnosis of a stroke from four hours to five minutes, saving many people from permanent disabilities.

Rachel Schutt discussed the exciting new job category of data scientist. One of the unintended consequences of the digital revolution is something called 'data exhaust' – information compiled as a byproduct of online interactions. Social scientists used to have trouble compiling reliable data. Now someone who wants to study human interactions can cull plenty from a dating site. Historically, she added, companies used data for analysis and reporting. Now they develop new products and services, such as Amazon Recommendations, which use information about your buying habits and those of people with similar tastes to suggest books you might want to read.



Women should be encouraged to become data scientists. There is a lot of intuition involved in finding patterns. Data science is an applied field, where the work can have an impact.

Rachel Schutt

KEY FIGURES

390 million people are infected annually by dengue fever.

The incidence of dengue fever has increase by **34 times** over the last 50 years despite efforts to contain the disease.

“If we can overcome the technological, security and privacy challenges, drones can be fully integrated into the general air traffic in 2025 or 2030.”

Hervé Bouaziz

“Many developing countries can leapfrog the developed world because they don’t have legacy systems. Kenya uses the cloud on computers that are located outside the country. You can do that as long as you have the bandwidth.”

Jan De Witte

Moderator:

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

Speakers:

- **Joanna J. Bryson**,
Reader and Head of the
Intelligent Systems Research
Group, University of Bath
- **Stéphanie P. Lacour**,
Bertarelli Foundation Chair in
Neuroprosthetic Technology,
EPFL

ON THE CUSP: THE PROMISE OF BREAKTHROUGH BRAIN RESEARCH

Thursday, 15 October 2015

9:45-10:15

Repairing damaged brains and building mechanical ones: two ways human intelligence is being put to work to improve itself. Both of these research avenues – neuroprosthetics and artificial intelligence – are rife with fascinating possibilities, pressing ethical issues and potential threats calling for both reflection and regulation.

Artificial intelligence (AI) is a longstanding area of research and has many applications. "Your cell phone takes better pictures now, but not because you have improved. AI has improved your phone." said Joanna Bryson. Today the field of AI is developing rapidly, but specialists insist that it is not in competition with human beings, but rather can be supportive of their efforts. "I call it prosthetic intelligence," said Joanna Bryson.

Neuroprosthetics meanwhile has already achieved medical advances, such as electronic cochlear implants to process auditory signals to the brain for those profoundly hard of hearing, or electrodes planted in the brain to control the tremors due to Parkinson's disease. This research area requires collaboration across a number of disciplines, from electronic engineering and computer science to biomedicine.



The capacity to repair can also be the power to enhance; the issue of enhanced human beings requires societal regulation.

Stéphanie P. Lacour

Potential promise and ethical threats

Stephanie Lacour reported that "there are many untreated neurological conditions for which medication is not a feasible response." Neuroprosthetics can also help repair brain damage from trauma. Current research is focusing on developing new, softer materials for probes and implants that are less damaging to brain tissue. Other research is seeking to repair damaged spinal cord.

Ethical limits to AI include qualms about producing anything human-like and claiming ownership. Even AI's proponents agree that there would be a real threat to humanity if a machine could learn to learn, thus becoming uncontrollable. Short of that, however, AI may well prove useful in helping repair – or in the future avoid – the tremendous if unforeseen damage wreaked on the world by human action. For its part, neuroprosthetics research admits the need for public discussion and action on issues such as the boundary between repair and bionic-like enhancement.

"I insist that real ethical responsibility lies with the person who puts the robot in place and activates it, despite the distance created by technology. No one would throw a baby into a fire, but we assent to dropping bombs out of planes."

Joanna J. Bryson



The true threat to humans from artificial intelligence is a philosophical one: when machines can do everything better, what are human beings for? This is why the humanities are so important, to be able to answer these normative questions.

Joanna J. Bryson

Moderator:

- **Estelle Metayer,**
*President and CEO, Competia,
and Member, Women's Forum
Program Committee*

Speakers:

- **Joel Dullroy,**
*Campaigner, Freelancers
Movement*
- **Karoli Hindriks,**
*Founder and CEO, Jobbatical.
com, and Women's Forum
Rising Talent 2015*
- **Axelle Lemaire,**
*French Deputy Minister for
Digital Affairs*
- **Vivek Wadhwa,**
*Fellow, Arthur & Toni Rembe
Rock Center for Corporate
Governance, Stanford
University, Director of
Research, the Center for
Entrepreneurship and Research
Commercialization, the Pratt
School of Engineering, Duke
University, and Distinguished
Fellow, Singularity University*

CRAFTING A CAREER IN THE ERA OF SMART MACHINES

Thursday, 15 October 2015

10:15-11:15

Millions of jobs are set to disappear in the next decade as new technologies allow machines to take over from humans. Drivers and factory workers, office staff and professionals are all at risk. It is a cause either for deep concern or great optimism. The outcome depends on how well prepared individuals, governments and societies are to deal with the enormous and rapid changes.

There will be driverless, solar-powered cars that offer travel almost for free, and fully automated factories, envisaged Vivek Wadhwa. "Jobs will completely disappear," he said. He saw that as an opportunity. "If we have our basic needs met and we do not need to work in factories, we can focus on uplifting humanity," he said.

Global Internet connectivity will allow people to work from anywhere. Geography will change as people move back to rural areas. Even the disruptive companies of today, such as taxi service Uber, may be swept away by the introduction of driverless cars.

In Europe, the middle classes are likely to be affected the most, with industrial workers and the highly skilled less at risk, said Axelle Lemaire.

Problems for freelance workers

The pace of change is undermining existing social structures built around the idea of individuals having long-term jobs in fixed locations. Increasingly, the workforce is freelance, and enjoys few of the benefits that come with working for a traditional company. Social rights need to be protected, argued Axelle Lemaire.

Freelancers need to organize themselves, to make sure they can get access to job training grants, for example. These are difficult to access if you do not work for an established company, pointed out Joel Dullroy. Otherwise, they risk falling into "the gray zone," where they find themselves unable to afford healthcare or provide for their retirement, which will be a problem for society. But despite these problems it is a dynamic time for freelancers, and they create value for society.

Change in education required

The pace of change is so rapid that educating students with a particular role in mind will likely become a thing of the past – by the time they finish their training, the jobs will be automated. Educational institutions need to prepare for a future that is unknown. "We have to learn how to learn," said Karoli Hindriks; teaching children to learn will become the focus of education. Intensive short-term courses will replace 4-year degree courses to create a flexible, innovative, self-starting workforce.

People with compassion and heart are needed to create a better future, said Vivek Wadhwa. “We don’t want people making decisions who are just interested in making money,” he said. Talent should be harnessed to deal with problems such as poverty, water sanitation, disease and hunger.

Preparing for the future

“We should be optimistic about the future,” said Joel Dullroy. There is a lot of opportunity, and some exciting jobs are available. For those setting up their own businesses, it is much easier to find people with the right skills. It is now easier to collaborate with others to find something new to do if machines are going to take over traditional work.

Everyone can participate in the new economy, and if we step up together we can solve big problems, noted Vivek Wadhwa. Yet democracy is at risk because people are disillusioned with the political class, warned Axelle Lemaire. Technology should be used to engage people in politics, for example by encouraging them to contribute to draft legislation. Otherwise there is a risk that private forces, companies or authoritarian regimes may take over.

KEY FIGURES

There are **53 million** freelance workers in the United States – **one-third** of the workforce.

In Europe **15%** of the workforce is self-employed.

There will be **3 billion** more people using the Internet over the next 5 years.

“As a freelancer you have no access to funds for retraining. It is up to the individual to motivate himself to update skill sets.”

Joel Dullroy

“We have to learn how to learn.”

Karoli Hindriks

“We need creative people in the new economy who can adapt and learn for themselves.”

Axelle Lemaire

“Industrialization happened over 200 years. The automation of work will happen within 5-15 years.”

Vivek Wadhwa

“The beauty of technology is that it is globalized. That is how we can uplift humanity.”

Vivek Wadhwa



If women lead the charge they will make a better world than the boys do now.

Vivek Wadhwa

Session leader:

- **Monika Queisser,**
Head of Social Policy, OECD

Host welcome:

- **Eric Olsen,**
Chief Executive Officer,
LafargeHolcim

Speakers:

- **Aude Flogny,**
Deputy Director of Operations,
Agence Française de
Développement (AFD)
- **François Perrot,**
Head of Affordable Housing,
LafargeHolcim

GIMME SHELTER: NARROWING THE AFFORDABLE HOUSING GAP IN THE WORLD'S CITIES

Hosted by LafargeHolcim

Thursday, 15 October 2015

11:45-12:30

An estimated one billion people worldwide are not adequately housed, and population pressures mean this number will double by 2030 unless there is concerted action and innovation. For Eric Olsen, "this prospect is unacceptable, especially in light of the strong negative effect poor housing has on social and economic asset building." Without homes, education stalls, saving is not possible, and entrepreneurship suffers. In addition, poor housing affects the bottom layer of the population pyramid, and in particular women. "Diversity and inclusiveness are essential to the success of the building materials industry and its attempts to solve the housing problem, even though women are traditionally rarely present in this industry," Eric Olsen noted.

Housing solutions can be scaled to meet this huge need when they take the form of workable business models, many people believe. Proponents of this approach are the first to recognize that micro-finance structures, housing loan know-how, innovative low-cost materials, appropriate technical assistance and systems for delivering materials to small-scale end users are essential elements in a business-based solution.



Typically MFIs loan against a revenue stream, such as a small business loan, but here we are asking them to learn how to loan against an asset, a home.

Aude Flogny

In Aude Flogny's experience, the key has been to identify existing microfinance institutions (MFI) and then to develop a new financial product, the home improvement loan. She explained, "typically MFIs loan against a revenue stream, such as a small business loan, but here we are asking them to learn how to loan against an asset, a home." Appropriate building materials are also crucial. Unbaked clay bricks, for example, can draw on local raw materials while reducing cost and carbon footprint. "Selling building materials was only one part, we found we had to supply technical assistance and encourage micro-finance structures to take part," said François Perrot. When LafargeHolcim took into account the whole value chain, its business model was successful, and therefore scalable.

Similarly, the Agence Française de Développement (AFD) found that housing programs should be treated like other urban projects, that is, made economically sustainable by bringing in local firms for business opportunities. In rural India the AFD has been involved in training women to be masons. AFD projects elsewhere bring together local actors for maintenance or other services. Whether initial investment is public or private, the economic sustainability of housing programs is ensured through local economic involvement, sound business models, a full account of the value chain, appropriate innovation and inclusive practices. Approaches that work will be widely replicated, bringing adequate housing to many more people.

KEY FIGURES

With unbaked clay brick projects in 20 countries, LafargeHolcim is involved in the construction of nearly **3,000** dwellings per month.

92% of the people involved with Nigeria's largest microfinance institution are women. Some **30%** of building materials distributors in rural areas are women.

The total amount of housing loans in the United States is equal to **80%** of GDP. The same figure is **30%** in Malaysia and less than **1%** in Nigeria.

*"Selling building materials was only one part, we found we had to supply technical assistance and encourage micro-finance structures to take part."
François Perrot*



Diversity and inclusiveness are essential to the success of the building materials industry and its attempts to solve the housing problem, even though women are traditionally rarely present in this industry.

Eric Olsen

Moderator:

- **Estelle Metayer,**
President and CEO, Competia,
and Member, Women's Forum
Program Committee

Speakers:

- **Jo Moore,**
Global Brand Director &
Engagement Marketing
Director, Lenovo
- **Stephanie Phair,**
President, The Outnet, and
Women's Forum Rising Talent
2015
- **Laetitia Puyfaucher,**
Founder & Chairman, Pelham
Media. Ltd, and Women's
Forum Rising Talent 2015

SOCIAL MEDIA MARKETING: HOW TO REACH FRAGMENTED COMMUNITIES AND PEOPLE WITH LIMITED ATTENTION SPANS?

Hosted by Lenovo

Thursday, 15 October 2015

11:45-12:30

Attention spans are not actually shorter today, said Estelle Metayer as she introduced this breakout session. What has shortened is the "size" of our interactions, and the space of time between them. The key phenomenon is that our interactions are more numerous because they are more frequent.

Social media marketing must adapt to the new reality, which is that social media has "given the world a voice." Letting everyone participate is a powerful marketing strategy. In the early days of social media marketing, before Instagram and Facebook, companies often marketed through blogger influencers with little data to support their decisions. Today, data is essential, and current social media platforms are providing more and better data.

When asked how to capture attention in today's world, Laetitia Puyfaucher cited, with reservation, the effective social media strategy of the Islamic State group. Of their last 2,000 social media messages, she said, 60% evoked a utopian civil society, while only 2% were violent in nature. The best way to attract and influence an audience is by "championing positive ideas and expressing your vision for a better world," she said.



In the fashion world, we have a love/hate relationship with user-generated content; it works, in real-life settings, but with too much of it you lose the aspirational element of fashion.

Stephanie Phair



*"Marketing to traditional segments, generations and age groups doesn't work anymore."
Estelle Metayer*

Images are now essential in social media for any organization or industry. Instagram is the most powerful social network, and use of images on other platforms such as Twitter and Facebook is increasing. YouTube is the world's second largest search channel, and Millennials respond particularly well to video.

Traditional audience segmentation is no longer effective

Marketing to generations or age groups is no longer effective because 'the Millennial mindset' spans all demographics. It is now much more important to find a 'passion point' that appeals to a certain mindset, rather than a demographic. It is also essential for companies to be responsive, topical and relevant, as proven by the numerous effective marketing spin-offs of the viral 'blue or gold dress' phenomenon.

More qualitative psychographic data to reveal mindsets is needed because it is challenging to find commonalities among age groups. Marketing to influencers is an effective way to target mindsets without having hard data, Stephanie Phair suggested. It is equally important for a company to understand its own mindset, Estelle Metayer added, so that it can resonate with its target market.

"Old, traditional companies are not adapting to the new nature of content and ways to share it. They should hire Millennials, who understand shareable, snackable content."
Stephanie Phair



It is much more important today to find a 'passion point' that appeals to a certain mindset, rather than a demographic.

Jo Moore

KEY FIGURES

Outnet's #SergioShoeHunter viral video campaign during Paris Fashion Week 2015 resulted in more social media mentions than Vogue, a **318%** rise in brand mentions, and **25 million** unpaid impressions.

When using video as a marketing tool, it is essential to capture viewers' interest in the first **12** seconds.

Of the last **2,000** social media messages of the Islamic State group, **60%** evoked a utopian civil society, while only **2%** were violent in nature.

YouTube is the world's **2nd**-largest search channel.

Of the best-known quotes of Jesus, none exceed **140** characters.

"The best way to attract and influence an audience is by championing positive ideas and expressing your vision for a better world."

Laetitia Puyfaucher

INNOVATORS FOR CLEAN ENERGY

Thursday, 15 October 2015

11:45-12:30

Moderator:

- **Nina Gardner,**
*Director, Strategy International,
and Member of the Women's
Forum Program Committee*

Speakers:

- **Enass Abo-Hamed,**
*Founder and CSO, H2GO
Power, and 2015 Cartier finalist*
- **Khawla Al Mehairi,**
*Vice President, Marketing and
Corporate Communications,
Dubai Electricity & Water
Authority*
- **Tom Miller,**
*Principal, Cambridge Energy
Partners*
- **Sophie Yule,**
*General Counsel, Tempus
Energy*

The big problem facing the clean energy sector is how to store energy so that when the wind is not blowing and the sun is not shining, clean power is still available to consumers.

The introduction of technologies like the hydrogen battery that H2GO Power is developing will bring to end the everyday problem of mobile phone batteries running out (the new batteries will last for a week), but importantly will also have applications in battery-powered devices from tablet computers and electric cars to future robots, said Enass Abo-Hamed.

Encouraging consumers to change their energy behavior is another way to promote clean energy. In the United Arab Emirates, the government has set itself the target of relying on human capital rather than oil within 50 years, explained Khawla Al Mehairi. Part of that process over the past 10 years has been to set targets such as reducing reliance on natural gas from 99% to 71%. The target for solar energy is to provide 15% of the energy requirement.

There is no incentive for the Big Six energy companies in the UK to encourage people to use less energy, said Sophie Yule. Some initiatives have focused on winning the hearts and minds of consumers to change their behavior, but for Sophie Yule there is a different approach. "We do not try to win hearts and minds. What matters is that their actions end up dealing with climate change," she said.



*The financial sector has
traditionally not been good
at accepting new technology.*

Tom Miller



*"The consumer should have a reason
to be part of a clean energy initiative."
Khawla Al Mehairi*

Highlighting the bottom line can effect change. Cambridge Energy Partners supplies clean energy solutions to remote mines that are typically reliant on very expensive diesel supplies. The mining companies get a 15% cost saving without any capital expenditure, explained Tom Miller. “Our system bridges financial hurdles that clag renewable projects,” he said.

Climate change policy challenges

Innovation, government support and financial capital are required to combat climate change, said Enass Abo-Hamed. It takes time to see the results. Tom Miller argued that “the climate change puzzle has been overly politicized.” This has affected our ability to act quickly. Subsidies are not the answer; instead there should be a carbon tax to discourage the use of fossil fuels.

“We need a market-based solution,” agreed Sophie Yule. But until the influence of subsidies and vested interests are removed, investors will not put money into renewables. The financial and political choices we make can bring about the green energy revolution, concluded Nina Gardner.

*"It is no solution to deliver a green energy solution that is not efficient and affordable."
Enass Abo-Hamed*



"We are at the dawn of a new era. The crossover point at which renewable energy is cheaper to supply than fossil fuels has been reached."

Tom Miller

Never underestimate the power of vested interests.

Sophie Yule

KEY FIGURES

68% of energy is produced from fossil fuels.

The estimated cost of moving to a new energy economy is **US\$1 trillion**.

The United Arab Emirates is targeting a **30%** reduction on carbon emissions by 2030.

WOMEN FOR CHANGE

The Orange Foundation and the Women's Forum see women as the solution for long-term development. Thus they created the Women for Change Award in 2013 with Marie-Claire magazine. It rewards outstanding women strongly committed to the empowerment of women and girls in their respective countries and gives them the resources to expand their initiatives. An online vote (€25,000) and a special prize awarded by a jury (€25,000) are organized; remaining candidates receive €5,000 each.



Moderator:

- **Samira Ibrahim,**
TV and radio journalist

Speakers:

- **Nour Al Emam,**
Board member, Arab Women Media Center (Jordan)
- **Nora Fitzgerald Belahcen,**
Founder and President, Amal Association for Culinary Arts (Morocco)
- **Khedija El Madani,**
Founder and President, Association for Vigilance and Equal Opportunities (Tunisia)
- **Rocio Nieto,**
Founder and President, Association for the Prevention, Rehabilitation and Care for Women Prostitutes (Spain)

WOMEN FOR CHANGE: FROM PERSONAL COMMITMENT TO COLLECTIVE ACTION IN MEDITERRANEAN COUNTRIES

Thursday, 15 October 2015

11:45-12:30

The Women for Change 2015 award, which was launched in 2013 to recognize exceptional women with a prize worth EUR 25,000, is designed to honor the best game-changing project for women and girls. Presenting four of the five finalists for the Mediterranean region (one could not attend), Samira Ibrahim said that while all were exceptional, people still needed to vote for the winner.

For Spain's Rocio Nieto, her main concern is the plight of women caught up in domestic violence and sexual exploitation. "I saw women in the streets and I wondered how I could help," she said. "These were the survivors of sexual trafficking and it was through them that I could help others." The objective is to work with the local authorities to provide these women with other options, such as helping them to find jobs or assisting the elderly. "It's not just a matter of getting one person out of the street, but to stop to this slavery."

Nora Fitzgerald Belahcen became concerned by women struggling against poverty, such as one beggar with two children soliciting in Marrakesh. "What she would earn in one day is normally what one spends on a coffee in France," she noted. Belahcen launched a non-profit restaurant to train disadvantaged women. Now ranked as number three out of 600 city restaurants, "it is not only viable, but offers a solution," she said.



"It is now time to use this important tool [media] to change attitudes and to empower women."
Nour Al Emam



The Tunisian woman is the future of Tunisia.
Khedija El Madani

Lawyer Nour Al Emam initially thought that the law was the most effective tool for promoting gender equality. Women have managed to reform many of Jordan's laws. However, once she began working in human rights and gender equality, she realized that this only benefitted the top of society. "Women are still being killed. There is a lot of inequality," she said. Inspired by her mother who was a journalist, she opted to use the media as part of a national campaign to help bring about change.

Khedija El Madani said that Tunisia finds itself in a very particular situation. Since 1956, the law has created equal opportunities. But women still need to fight for their rights. "There is a lot of concern about the Tunisian social model. So now it is important to block any backward movement," she said.

With its network of volunteers and associations, her organization's role is to "watch out, identify, denounce and then act against any form of discrimination."

*"If I lose two or three euros it is nothing.
For these women, it is survival for a day."
Nora Fitzgerald Belahcen*



*Trafficked women from Nigeria have
a barcode tattooed on their hand or
breast.*

Rocio Nieto

Moderator:

- **Samira Ibrahim,**
*Anchor, France Télévisions /
France Ô*

Speakers:

- **Christine Albanel,**
*Vice President in charge of
CSR, Diversity, Partnerships
and Philanthropy, Orange and
Deputy Chairman, Orange
Foundation*
- **Jacqueline Franjou,**
*CEO, Women's Forum for the
Economy & Society*
- **Clara Gaymard,**
*President, Women's Forum for
the Economy & Society, and
President & CEO, GE France*
- **Marianne Mairesse,**
*Chief Editor, Marie-Claire
Magazine*

With:

- **Nour Al Emam,**
*Board member, Arab Women
Media Center (Jordan)*
- **Nora Fitzgerald Belahcen,**
*Founder and President, Amal
Association for Culinary Arts
(Morocco)*
- **Khedija El Madani,**
*Founder and President,
Association for Vigilance and
Equal Opportunities (Tunisia)*
- **Rocio Nieto,**
*Founder and President,
Association for the Prevention,
Rehabilitation and Care for
Women Prostitutes (Spain)*

WOMEN FOR CHANGE AWARD CEREMONY

Friday, 16 October 2015

11:00-11:45

The Orange Foundation and the Women's Forum for the Economy & Society created the Women for Change Award in 2013 in partnership with Marie-Claire magazine. Every year, it recognizes five outstanding women who are deeply and actively committed to empowering women and girls, and gives them the resources to pursue their projects. This year's competition focused on women of the Mediterranean.

Winners and prizes

Four of the five finalists for the 2015 Women for Change Award were present at the awards ceremony at which two winners each received a €25,000 prize provided by the Orange Foundation.

Over 20,000 online votes were cast for the project of Khedija El Madani (Tunisia), making her the winner of the first €25,000 prize, the "Internet Users Award." Through her Association for Vigilance and Equal Opportunities (AVEC) project, she plans to create an updated database on gender inequality following a study in the 24 Tunisian protectorates.

It took the jury three hours of deliberation to choose the winner of the other €25,000 prize, which was awarded to Nora Fitzgerald Belahcen (Morocco) for her AMAL Association for Culinary Arts, through which she seeks to create a grant fund to help women create culinary micro-businesses.



It's very important for us to be here as a women's magazine. For over 60 years we have defended the rights of women, given them a voice, and this prize is the proof of that.

Marianne Mairesse

The three remaining candidates each received a prize of €5,000:

- Lily Fouad Attallah, from Egypt (not present): Development Association for Empowering Special Needs (DAESN). Her project will help visually impaired young girls attend public school by training women to be teacher aides.
- Nour Al Emam, from Jordan: Arab Women and Media Center (AWMC). Her project is to film a documentary as part of a national media campaign to promote equal rights for women and men, targeting a broad audience, including stakeholders and decision-makers.
- Rocio Nieto, from Spain: Association for the Prevention, Rehabilitation and Care for Women Prostitutes (APRAMP). Her project aims to enable women who are victims of sexual exploitation and the slave trade to regain their freedom and dignity by training former victims and creating a local network to respond rapidly to emergency situations.

The awards were presented to the winners by Christine Albanel, Jacqueline Franjou, Clara Gaymard and Marianne Mairesse.

KEY FIGURES

For the 2015 Women for Change award, more than **20,000** people voted online through the Orange Foundation website.

*"All of these projects are necessary and powerful."
Christine Albanel*

*"It took the jury three hours to choose a winner. You all deserve the prize."
Jacqueline Franjou*



The recognition is important, and this competition is a way to share what you've done, but you also give us ideas. Those of us who live in countries where we have education and freedom are humbled by your work.

Clara Gaymard

Speakers:

- **Uzo Amatokwu,**
*Anti-Counterfeit Coordinator,
Sanofi Nigeria and Ghana*
- **Geoffroy Bessaud,**
*Associate Vice President,
Corporate Anti-counterfeiting
Coordination, Sanofi*

COUNTERFEIT MEDICINES: A GLOBAL, FAST-GROWING AND LETHAL CRIME

Thursday, 15 October 2015

11:45-12:30

An estimated 50% of medicines sold over the Internet are counterfeit. Geoffroy Bessaud opened the session with a short but powerful film that clearly depicts the dangers of fake drugs. In clandestine warehouses, unidentified powders and liquids are packaged to look like legitimate medicines and shipped to consumers across the globe, who can suffer lethal consequences from buying drugs online.

While the attention focused on this 'crime without borders,' is growing, the activity of counterfeiters is also on the rise. As a primary source of revenue for organized crime, counterfeiting is vastly more profitable than, for example, dealing in heroin or cigarette trafficking. Penalties remain weak, and new technology and the Internet provide counterfeiters with opportunities and the perfect hiding place.

Counterfeit drugs may be found in hospitals and pharmacies in many parts of the world. All medicinal products are involved, including generics and vaccines. Geoffroy Bessaud explained that today, veterinary products represent a "new El Dorado" for counterfeiters.

Because it is a transnational crime, efforts to combat counterfeiting must also be transnational. In June 2015, numerous countries and agencies took part in Operation PANGEA VII, led by Interpol, which resulted in the seizure of 20.7 million units of fake and illicit medicines. The Medicrime Convention, an international convention against counterfeit medicines and devices, will go into effect in January 2016 – another reason for hope.



"Fake drugs are products containing no active ingredients, the wrong ingredients, the wrong doses, impurities or contaminants."

Geoffroy Bessaud

Because counterfeiting is so profitable, organized criminals are moving on from previous sources of business to this one.

Geoffroy Bessaud

Counterfeit medicines in Nigeria: a daunting problem

With a population of 180 million, Nigeria is the largest consumer market for pharmaceuticals in West Africa, and 90% of patients pay for medicines out of pocket. Uzo Amatokwu described the counterfeiting situation there and explored what women can do about it. Several years ago, a remarkable woman named Dora Akunyili spearheaded a campaign against counterfeit drugs after her sister died from using fake insulin. She was appointed head of the National Agency for Food and Drug Administration and Control in 2001. Dora Akunyili was angry that Nigerians were dying for lack of legitimate drugs, and got the government to implement new regulations and means of enforcement.

Although strides have been made, Uzo Amatokwu emphasized the need for commitment from the authorities, private-public collaboration, sharing of information, and using cutting-edge technology to keep up the fight against fake medicines (for example, Nigerian consumers can now use cell phones to confirm the medicines they purchase are authentic). She called on all stakeholders to combine forces to have a stronger voice. To successfully fight this scourge, governments, drug companies, enforcement authorities, customs officials and the public must all work together.

KEY FIGURES

97% of online pharmacies are illicit.

50% of medicines sold over the Internet are counterfeit.

In Nigeria, an estimated **20-65%** of medicines on the domestic market are counterfeit.

*"We have to win this fight together. As mothers, daughters and neighbors, women have a key role to play. We must alert, educate, and raise awareness to protect ourselves and those we love."
Uzo Amatokwu*



*Anger grows to passion and passion leads to action: when women are passionate and angry, you see results.
Uzo Amatokwu*

Moderator:

- **Corinne Jouanny,**
*Director, Altran Lab, Altran, and
Femme d'Innovation award
winner*

Speakers:

- **Marie-Gabrielle Jouan,**
*Founding Partner and CEO,
Bgene*
- **Véronique Lacour,**
*Vice President Programs,
Safran Analytics*
- **Chantal Le Chat,**
*General Manager
Interventional, GE Healthcare*
- **Kathrin Markl,**
*Human Resources Director,
East Region, Lenovo*
- **Mélanie Souchet,**
Ambassador, WAX Science

UNLEASH YOUR ENTREPRENEURIAL POTENTIAL – DARE TO INNOVATE!

Thursday, 15 October 2015

11:45-12:30

“An entrepreneur is someone who jumps off a cliff and builds an aircraft on the descent,” said Corinne Jouanny, introducing a talk about the risks and achievements of entrepreneurs, and how larger companies are benefiting by partnering with start-ups, or fostering an internal start-up mentality.

Downsizing team size, not responsibility

Véronique Lacour shared her experience of moving from managing a team of 300 to being just one of two people in charge of Safran Analytics, an entity dedicated to driving innovation through data collection and analysis. On the scale of her move, she said she saw only the possibilities and not the risk.

Chantal Le Chat talked about how she avoided the larger structures and processes in place at medical technology company GE by partnering with smaller firms, particularly those outside of the medical sector. Some projects combine risk and innovation, such as when GE approached industrial robotics firm BA Systems to help design a minimally invasive surgery process. The project succeeded by pushing people beyond their expertise, Chantal Le Chat said.



*“Be prepared for an
emotional elevator.”
Corinne Jouanny*

*“Observe the environment.”
Mélanie Souchet*

*People must be aware that
if they come up with new ideas
they get rewarded for it.*

Kathrin Markl

Mélanie Souchet explained how WAX Sciences is another company benefiting from collaboration. By partnering with crowdsourcing start-up IT Counts they have been able to gather data for their mission promoting gender balance in scientific fields.

Marie-Gabrielle Jouan provided a more traditional start-up perspective. She established her genetic engineering company, BGene, straight after finishing her PhD and just as she had become pregnant. Despite warnings that she could not have both – the start-up and the baby – she persisted. The company is now successfully developing client relationships with larger groups, she said.

Kathrin Markl noted that innovation and entrepreneurship can be sparked at any level in a company. Her firm, Lenovo, promotes pioneering as one of its core values, despite now employing over 60,000 people. Everyone working for the company is encouraged to contribute new ideas.

*“Innovation is a value shared by all [Safran's] businesses.”
Véronique Lacour*



*“[GE has] more ideas than money to accomplish them.
Chantal Le Chat”*



People said to me it is not possible to make a baby and make a start-up... My baby and my start-up were born in the same month. I am still here.

Marie-Gabrielle Jouan

Speakers:

- **Meagan Fallon**,
Global Strategy,
Implementation &
Development, Barefoot College
- **Yasmin Waljee**,
International Pro Bono Director,
Hogan Lovells

SOCIAL ENTERPRISE FOR SOCIAL IMPACT

Thursday, 15 October 2015

11:45-12:30

The way women are treated in society affects how they are treated in the workplace, said Yasmin Waljee. Changing societal perspectives is therefore key to improving women's living and working conditions. Russia, for example, has long promoted gender equality in the workplace, and it gave women the right to vote in 1917 – well before most countries. Yet because of the patriarchal nature of society, 25% of Russian households are affected by domestic violence and, according to the World Bank, societal restrictions on women are starting to affect the Russian economy. Multinationals may have little chance of introducing gender equality policies in Russia.

Women are a key resource for development

Social enterprise is a vibrant sector for gender equality: 33% of social businesses are run by women, as opposed to 3% of mainstream businesses. Hogan Lovells delivers free legal advice to social businesses that prioritize a women-centric approach. It will also deliver a two-day training course in social impact to 250 young lawyers each year, to create a new generation of lawyers who can advise corporations on how their business affects people.



“At this rate, we might achieve gender parity in 100 years. But I don't have 100 years, and neither does my six-year-old daughter, who is very impatient.”

Yasmin Waljee



How can society see us as potential leaders if we don't believe it ourselves?

Yasmin Waljee

Yasmin Waljee noted that “social enterprise is a means to address a wide range of pressing global issues.” For example, some 5,000 migrants are arriving in Greece each week, many of whom are fleeing economic hardship. Putting disadvantaged people in the supply chain and giving them a chance to make a living is the most efficient solution to bring down inequality and by extension reduce the levels of migration we witness today.

Barefoot College supports a variety of projects and trains women, for instance, to become solar power engineers. They return to their communities with specific skillsets, making them respected professionals and indispensable members of the community. Meagan Fallone stressed the importance of instilling a thorough, respectful dialogue with communities to bring about change. “We never talk about ‘gender equality’ per se, or adopt a top-down approach to impose certain values,” she said.

But non-governmental organizations cannot tackle gender and economic inequality on their own. Systems and structures need to include the voices of grassroots women. This is why partnerships with the private sector, academia, government and foundations are key to social businesses. Barefoot College, for example, has created a CSR partnership with Apple – the only CSR partnership that Apple has ever undertaken with an NGO.

KEY FIGURES

62 million girls across the world are out of school.

In 2015, for the first time there are **zero** all-male boards in the FTSE 100.

More than **75%** of women have confidence in their ability to lead a team – of those **70%** would like the opportunity to lead.

33% of social businesses are run by women, compared with only **3%** of other businesses.

“The 900 million illiterate people in the world, 700 million of whom are women, will teach 3.5 billion children in their lifetime. If we get it right with them, change will happen at an exponential rate.”

Meagan Fallone



Women in the developing world are the most untapped and undervalued resource on the planet.

Meagan Fallone

Speakers:

- **Francesca Pick,**
*OuiShare Fest Chair &
OuiShare Global Coordinator*
- **Sandra Sims-Williams,**
*Chief Diversity Officer - USA,
Publicis Groupe*

IF TECHNOLOGICAL INNOVATION DRIVES SOCIAL CHANGE, WHAT'S OUR ROLE?

Thursday, 15 October 2015

11:45-12:30

Technology plays an increasing part in our daily lives and can be a forceful driver of social change, but it raises many issues, including questions of privacy and appropriate use. It is the responsibility of all to ensure that the benefits of technology outweigh the drawbacks. "We are asking people to be champions of social change. Social change requires courage, and it requires even more courage to use technology to bring it about," said Sandra Sims-Williams.

Francesca Pick began the session by asking how an individual can play a role in promoting social change through technology – whether individually or collectively – and what part companies and enterprises can play. Participants divided into four breakout groups and each was asked to study a particular issue arising from technology and social change.



We are asking people to be champions of social change. Social change requires courage, and it requires even more courage to use technology to bring it about.

Sandra Sims-Williams

One group looked at intergenerational issues and the impact that technological change has on the elderly and the young. For the old, technology can help improve the quality of life and allow them greater independence. For the young, one of the key issues is to avoid their overdependence on technology, particularly mobile phones. Education and parental guidance should help provide a balance. Another group examined issues related to tracking the impact of technological change on the individual and how to create filters to manage the huge volume of information available. It concluded that this is largely a behavioral issue. People need to learn to network and share information and develop the necessary decision-making skills to manage the information flow.

A third group focused on the question of social consciousness and responsibility. Social change is necessary and inevitable but it needs to advance in a responsible manner. The last group looked at how technology can be used to increase well-being, particularly in poorer parts of the world. Technological innovation can be applied to meet basic human needs, such as adequate sanitation. Here the private sector has an important role to play. With the Internet, those living in poverty are able to see how life looks in better-off parts of the world, and this fuels a sense of resentment.



Speakers:

- **Christine de Longevialle,**
*Managing Director Solidarity
Accor, AccorHotels*
- **Lisa Lovatt Smith,**
Founder, OAfrica
- **Katarzyna Nowak,**
*Corporate Communication
& CSR Manager in Poland,
AccorHotels*
- **Virginie Sido,**
*SVP AccorHotels Corporate
Brand, CSR & Internal
Communications, AccorHotels*

A WELCOMING HEART BEYOND BORDERS

Thursday, 15 October 2015

11:45-12:30

Enabling employees to make a difference drives the success of socially responsible projects and helps shift corporate mentalities. Katarzyna Nowak noted that it is not enough for companies to offer great products and generate income. Today, "young people want to have a real impact on society and if we don't offer them that chance as employees, we will lose top talent," she said. Katarzyna Nowak passionately described her own CSR projects, mainly focused on helping very young single mothers in Warsaw break the poverty cycle and become productive members of society. "I have the feeling of being on a mission and my employees expect me to deliver," she explained. "My job is to empower them to do the same."



Young people want to have a real impact on society and if we don't offer them that chance as employees, we will lose top talent.

Katarzyna Nowak

Committed employees can plant seeds for change

Engaged AccorHotels employees also benefitted OAfrica, an NGO in Ghana set up by Lisa Lovatt-Smith that fights child trafficking and helps orphans in a country in which "family is everything [because] if you grow up without a family in Ghana, you are nothing." Citing the astonishing fact that "some 80% of children in orphanages worldwide are not actually orphans, but are there because of poverty," Lisa Lovatt-Smith described how the organization seeks out the nearest family of these most vulnerable members of society and offers them the tools to care for the children. OAfrica's deep collaboration with the hotel group began more than a decade ago, when Novotel employees asked Lovatt-Smith how they could help. "It started with a free stall at their Christmas market. We have since built a very intense and very personal relationship."

"We see on a daily basis the pride of our employees when they are involved and committed," insisted Virginie Sido. Stating that 85% of this generation correlates their purchases to a company's social initiatives, she explained that "there is no longer any contradiction between business and solidarity. In fact, companies should talk about 'sustainable performance' and not just 'performance.'"

KEY FIGURES

55% of global online consumers across **60** countries say they are willing to pay more for products and services provided by companies that are committed to positive social and environmental impact – Source: Nielsen, 2014



Companies should talk about 'sustainable performance' and not just 'performance'.

Virginie Sido

Moderator:

- **Isabelle Vitali,**
*Head of Innovation and
Alliances Development, Roche
France*

Speakers:

- **Thomas Landrain,**
*President and Founder, La
Paillasse*
- **Cécile Monteil,**
*Medical Affairs Director, Ad
Scientiam*
- **Geneviève d'Orsay,**
Chief Medical Officer, Voluntis
- **Franck de Visme,**
*Chief Operating Officer
and Co-founder, Blue Frog
Robotics, and Buddy the robot*

THE DISRUPTIVE HEALTH INNOVATION FOR THE NEXT DECADE: HYPE OR HOPE?

Thursday, 15 October 2015

11:45-12:30

What is the digital world doing to create healthcare innovations, and how will they change our lives? Some are now in use, and many others are expected in the near future.

Voluntis is a company that makes 'companion software,' prescribed medical devices that are already helping patients manage chronic disease by, for example, calculating a diabetes patient's insulin dose every day, distance-monitored by a permanently connected healthcare team. "We have conducted a clinical study that demonstrated significant improvement in the control of diabetes and also very high patient satisfaction," said Geneviève d'Orsay. A similar device for breast cancer helps patients monitor symptoms and adjust treatment dosages to control side effects.

Lovable robots, happy patients?

Buddy, an adorable robot, may soon have a role to play in healthcare with autistic children or Alzheimer's patients. He said hello to the session participants and served as a concrete example of how an intelligent connected machine could be an appealing, friendly companion for patients, able to speak, respond and follow them around. Since his face is really a tablet computer, patients can also Skype with their doctors through him. "The intention is not to replace human beings but to fill the gap when they are not around," said his handler, Franck de Visme.



"In 2025, with the agility of the garage philosophy, patients will probably be at the source of innovation."
Thomas Landrain



With companion software, we are developing medical value and clinical value while reducing emergency room admissions and hospitalizations.

Geneviève d'Orsay

La Paillasse is an open, collaborative, interdisciplinary community laboratory whose goal is to “re-imagine completely what a lab is in the 21st century,” according to founder Thomas Landrain. Its Epidemium project is a collaboration with Roche to better understand cancer through the use of open big data. The lab is hosting another project, EchOpen, to develop a low-cost (less than EUR 100), open-source ultrasound probe that can be connected to a smartphone. “At the end of the project, there will be a community of people who will be able to collaborate and iterate on that technology as a foundation,” said Thomas Landrain.

KEY FIGURES

Of the **100,000** apps on the market, only **20** have been through clinical trials and been approved as digital medical devices.

A boon for doctors

A family doctor herself, Cécile Monteil jumped with delight when she heard about EchOpen. She pointed out the huge cost (between EUR 8,000 and EUR 10,000) of other portable ultrasound probes with proprietary technology and the great difficulty in moving them around. In addition to being the founder of Eppocrate, “a medical community opening up to new technologies,” she works with Ad Scientiam on using smartphones to gather “real-world data, quick questions asked at the right time and the right place” from patients in clinical studies, where once there was no choice but to use unreliable patient questionnaires.

“In the future, thanks to these new technologies, there will be a real partnership between doctors and patients.”

Cécile Monteil



By 2020, robots will be more intelligent. They will profile people and will answer better. Everybody will have robots at home.

Franck de Visme

CEO CHAMPIONS

CEO Champions is a global CEO-only group founded in 2010 and designed to drive progress and accountability for women's advancement in the private and public sectors. The peer-to-peer network presents an opportunity for CEOs to underscore their organization's commitment to women's advancement as well as taking a strong leadership role in the broader global economy and society. CEO Champion members are active, highly-committed participants who track and drive measurable progress around women's advancement through on-record mutual commitments and accountability.



Hosts:

- **Clara Gaymard**,
President, Women's Forum for the Economy & Society, and CEO and President, GE France
- **Olivier Fleurot**,
Senior Vice President, Member of the P-12, Publicis Groupe

Co-moderators:

- **Sandrine Devillard**,
Director and Global Leader of the McKinsey Women Initiative, McKinsey & Company
- **Anthony Gooch**,
Director of Public Affairs and Communications, OECD
- **Mary Goudie**,
Member UK House of Lords, and Founding Member, the 30 Percent Club
- **Jane Griffiths**,
Company Group Chairman, Europe, Middle East and Africa, Janssen Pharmaceutical Companies of Johnson & Johnson
- **Seraina Maag**,
President & CEO EMEA, AIG Property & Casualty

Introductory remarks:

- **H.E. Ameenah Gurib-Fakim**,
President, Republic of Mauritius

ADVANCING WOMEN IN THE PRIVATE AND PUBLIC SECTORS: BUILDING AND STRENGTHENING THE PIPELINE

Thursday, 15 October 2015

11:15-14:00

This year, for the 6th edition of the CEO Champions initiative, an unprecedented number of leaders from both the private and public sector – 45 C-level and senior executives, men and women, and 15 gender diversity experts – gathered to establish new and innovative ways to drive women's corporate empowerment over the three days of the Women's Forum Global Meeting in Deauville.

On Wednesday 14 October, the CEO Champions group met during the opening dinner. The following day, 15 October, the group assembled for the CEO Champions Workshop, focusing on the theme, "Advancing women in the private and public sectors: building and strengthening the pipeline". Their debate was shaped by key insights from the McKinsey Women Matter studies and the latest MGI report: "The power of parity: How advancing women's equality can add \$12 trillion to global growth". Finally, on Friday, 16 October, they gathered for the plenary session "Lighting many fires", hosted by CEO Champions and featuring a conversation between senior and next-generation leaders on helping women rise to positions of increased influence and responsibility.

CEO Champions Global Meeting Workshop

During a three-hour long closed-door workshop, discussions revolved around two pervading subjects in the workforce:

1. How can we help close the gender gap in society to bring more women into the workforce?
2. How do we create a robust and sustainable pipeline of talented women at each stage of our organizations?



We've got 60 CEO Champions all coming together because they believe that the pipeline is so important.

Mary Goudie

Among the “big ideas to explore” that arose during the CEO Champions Workshop at the Global Meeting:

- Identify the “invisible” women in organizations and give them what they need to advance
- Allow family life in the workplace: how family life can better define our professional life (not vice-versa)?
- Appoint gender diverse couples for CEO positions: a man and a woman to co-lead
- Build coalitions between public and private sectors or NGOs: partnerships to influence the G20 and governments for greater equality in societies
- Launch a global survey on employee self-esteem and develop organization-based self-esteem (important for women but also for Generation Y)
- Create and disseminate a Gender Parity Index -- similar to the McKinsey Gender Parity Score and to the Sustainability Index -- to assess gender equality in private and public organizations on critical indicators
- CEOs and Executive Committee members can act as role models: take paternity leave, part time, etc.

Pending results

The CEO Champions 2015 will co-sign a white paper capturing key insights and recommendations from the workshop – including their commitments as a group – to be shared with the media as well as with preeminent institutions from the private and public sectors.

CEO Champions is an initiative of the Women’s Forum for the Economy & Society, in partnership with AIG, Janssen and McKinsey & Company, and with the support of the 30 Percent Club and the OECD



“The meeting was really, really exciting. I have been amazed by the report made by McKinsey & Company.”

Anne Lauvergeon, Founder and CEO, ALP

“What is CEO Champions? It’s simple, it is a movement where we create a group of CEOs who are dedicated to closing the gender gap”

Olivier Fleurot

“...this is really a time where we can share what we practice in our company and also share all our frustrations. Because we are promoting what we are doing, but there are no journalists. You are peers to peers.”

Clara Gaymard

“What is CEO Champions? It’s bringing together all the actors you can who can really impact gender equality, who can brainstorm and try to come up with some novel ideas “

Anthony Gooch

“ I think it was energetic, creative and there were amazing ideas”

Laurent Blanchard, EVP, Global Field Operations (EMEAR), Worldwide Alliances and Services, Dassault Systèmes

“I think it’s important that you don’t only focus what’s inside the company and the impact that you can have on your women in the company, but that you use the size of your organization as a force for good, externally as well.”

Jane Griffiths

“...everybody was so impressive and you walk away just really energized, impressed and you want to actually go away and make a difference after this event.”

Seraina Maag

THE TUNISIAN DELEGATION

The 2015 Women's Forum Global Meeting welcomed a group of leaders from Tunisia – women who played an active role in the January 2011 “Revolution of Dignity” which not only sparked the “Arab Spring” protest movement but helped Tunisia’s women safeguard their historic rights.



Moderator:

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

Speakers:

- **Habiba Bouhamed
Chaabouni,**
*Genetics Professor and
L'Oréal-UNESCO Women in
Science Laureate*
- **Hela Fourati,**
*COO, Tunisian American
Enterprise Fund*
- **Donia Hedda Ellouze,**
*Lawyer, Tunisian Supreme
Court*

WE MUST SUCCEED

Thursday, 15 October 2015

12.30-14:00

Tunisia stands out as a model for Libya and other regional neighbors as a country for change, noted Mary Fitzgerald. The buzzword in Tunisia is consensus-building, while Egypt is more divided than ever and Libya is in dire crisis despite all its resources. At the same time, Tunisia is a fragile country with an enormous burden of expectation to succeed. "A lot is hanging on Tunisia," Mary Fitzgerald said – even more so since four of its civil society organizations won the 2015 Nobel Peace Prize. What has made the Tunisian model possible?

For Habiba Bouhamed Chaabouni, the Tunisian population is largely pacifist. "People tend to have an open mind. The place of the woman in Tunisian society is also very important," she said. Children have a good education, which has been available to all since independence in 1956. "This means that we are very much a nation. There is a strong sense of belonging." At the same time, much remains to be done, particularly with regard to political, social and economic challenges, which are closely interlinked.



"We have to stress how important youth is. Young people are sitting at home. They need jobs."
Hela Fourati



Tunisians deserve democracy. We are determined to show that we can do it.

Donia Hedda Ellouze

A vibrant civil society

What makes Tunisia unique is the way the army has acted, said Hela Fourati. “It has known when to step back. We are not like Egypt.” Furthermore, civil society is extremely vibrant. There is a great deal of enthusiasm and willingness for dialogue. Where Tunisia has not excelled is in providing youth with more of a voice. “There is massive youth unemployment. The situation is very grim,” she said. However, even with the rise of violence, there is no real culture or ideology of terrorism, which most people reject. “Of course we have a security problem, so now is the time to invest and to make things happen economically,” Hela Fourati added.

A new dictatorship is not an option

Tunisia has tended to be first in many areas, noted Donia Hedda Ellouze. It was founded by a queen and was the first country in the region to ban slavery. It was also the first to have a constitution, “so we’ve had an obligation to be the first to have a real democracy,” she said, half-jokingly.

“Tunisia serves as an educational model and we need to count on this,” Donia Hedda Ellouze said. Education helps with dialogue. “During the dictatorship, we did not talk. Now everyone talks. We all speak the same language. We all feel that we have to fight for our country.”

KEY FIGURES

More than **95%** of Tunisians are Muslim, providing a focus that can help the country succeed.

62% of high school students and **72%** of health workers are women, but they are not in positions of leadership.



Economy and education are the solution for combatting terrorism.

Habiba Bouhamed Chaabouni

Moderator:

- **Su-Mei Thompson,**
CEO, The Women's
Foundation

Speakers:

- **Mary Anne de Amorim
Ribeiro,**
President, PUPA Education
- **Virginie Morgon,**
Executive Board Member and
Deputy CEO, Eurazeo
- **Ramona Pierson,**
Co-founder and CEO, Declara

ENERGIZING LEARNING

Thursday, 15 October 2015

14:45-15:35

The world faces a huge mismatch between the skills students learn at school and college and those they need to find work in a rapidly evolving job environment. At the same time, more attention needs to be devoted to the learning experience of children over their first six years, which are vital to their emotional and intellectual development.

“Before we worry about the ‘software’ of education, we have to prepare the ‘hardware’, which is the brain,” said Mary Anne de Amorim Ribeiro. Childcare is vital, but in Brazil, her home country, too many children are left in the charge of carers ill-equipped to nourish the child’s emotional and ethical development. Childcare is an unrecognized and poorly rewarded job, but it is hugely important.



“We focus on education as something very serious, but we forget the human side. We need to be able to laugh and to connect with others.”

Ramona Pierson



Imagine a society that is not paying attention to the brains of its future citizens. This is what is happening in Brazil.

Mary Anne de Amorim Ribeiro

Put your money where your mouth is

Learning is a lifetime undertaking. “As an adult, your learning never ends,” said Ramona Pierson. Jobs are changing fast so there is a permanent need to invest in the skills of tomorrow. Virginie Morgon said that the educational results in France “are appalling, very sad.” She called for a more “personalized” approach to education. “One size fits all does not work,” she said.

One approach that had been tested in a socially difficult area of Paris was for teachers to focus on small groups of children with problems, while making greater use of digital technology to teach the others. Corporations and investment funds should get involved in supporting foundations working in education. “They should put their money where their mouth is,” Virginie Morgon declared.

But Ramona Pierson said that personalizing education is difficult in schools where teachers are already stretched and wearing “too many hats.” One way of overcoming this could be to draw on help from outside experts for some teaching tasks, she added. She said competition can play an important part in improving school performance. In parts of the United States parents receive education vouchers that can be used for either state or private schooling. “Competition improves learning,” she said.

KEY FIGURES

50% of young people say that their secondary education has not improved their chances of employment.

40% of employers globally say that high youth unemployment is due to a lack of suitable skills.

By the age of three, **80%** of the neurosynapses of a child’s brain are complete. By age six, it is **90%**.

200,000 first- and second-grade students in France cannot write or express themselves well.

*There is an enormous gap between job skills [needed] and student skills.
Virginie Morgon*



Education is a long-term view, it is not just going to change overnight. You need to change the adults so that you can change the kids.

Ramona Pierson

Moderator:

- **Su-Mei Thompson,**
CEO, *The Women's Foundation*

Keynote speaker:

- **Yves Daccord,**
Director General, *International Committee of the Red Cross*

ENERGIZING WOMEN'S CAPACITIES IN CRISIS SITUATIONS

Thursday, 15 October 2015

15:35-16:00

The transformation of conflict-related humanitarian crises has engendered something called “the globalization of vulnerability,” according to Yves Daccord.

Affected populations are now faced with an accelerated rate of change and multiple pressures, while they may also have choices that might not have been as widely or readily available in the past. For example, the Syrian crisis can be viewed through the prisms of climate change and economics, in addition to that of armed conflict. The victims are often connected to the rest of the world, educated, and better prepared to understand the options they have.

This is taking place in a fragmented global political environment, with little consensus about how to address pressing issues such as armed conflict, poverty and migration. In the past, one approach was to try to “contain” violence or poverty. But the world has changed.



*The coming 10 years will
be incredibly challenging.*

Yves Daccord

Women face special challenges. “Conflict is not gender neutral,” Yves Daccord said. “Women are the first to come under pressure. Women are victims of abuse and exploitation.”

Meanwhile, women are often banned from the realms of conflict resolution and humanitarian response. “If I look at the Middle East, perhaps with the exception of Tunisia, there are no women at the table anymore.” He mentioned Syria and Iraq as places where women were able to play significant roles until recently. “They have disappeared from government and from the communities,” he said. “And women are central to finding solutions.”

Humanitarian organizations need to take extra steps to bridge the gap. “If we are serious about working with women, we have to be in close proximity,” he said. “Their needs are different. We have to take the risk.”

Yves Daccord called on other actors to address issues of social change that humanitarian groups cannot if they are to maintain their neutrality. He suggested, for example, that the Women’s Forum always invite a special delegation from a country in crisis to the Global Meeting.



Every place where there is a practical solution, women are involved.

Yves Daccord

Moderator:

- **Valérie Gauthier,**
Professor and HEC Leadership Chair, Pernod Ricard, HEC Paris, and author, *Leading with Sense: The Intuitive Power of Savoir-Relier*

Speakers:

- **Agnès Ogier,**
CEO, Thalys International
- **Apollonia Poilâne,**
CEO, Poilâne

LEADING WITH RELATIONAL INTELLIGENCE

Hosted by Thalys

Thursday, 15 October 2015

16:30-17:15

Moderator Valérie Gauthier began by asking participants to stand up, grab the hand of the person on either side and shut their eyes. She invited everyone to take a moment to feel the presence of others around them, and encouraged everyone to stay present and connected throughout the session by ignoring their mobile phones.

Valérie Gauthier went on to define relational intelligence as the capacity to build relationships that are "trustworthy, sustainable, can exist across borders and that value differences" in order to trigger innovation and a positive change in the world. Relational intelligence is not limited to the brain but is also connected to emotion. The way we listen, the way we observe and feel brings us closer to our environment and leads to an understanding of leadership based on 3 Gs: being genuine, generous and generative.

For Agnès Ogier, working in a multicultural environment requires a certain amount of relational intelligence. One of her biggest challenges is how to make different cultures within the organization, such as managers and agents on the front line, come together to work towards common goals. Further, being genuine and communicating company objectives to front-line workers allows them to become ambassadors to customers, listening to the pain points and sharing them so that the company can address them quickly or adapt its offering. This is an example of generosity to customers.



"Being sensible is being closer to the reality of your world ... without having your brain interpret and interfere at all times."
Valérie Gauthier



If you are capable of resilience, then you are naturally an agent of change and of development.

Valérie Gauthier

Resilience leads to growth

Apollonia Poilâne demonstrated resilience when she lost both of her parents in an accident at the age of 18. Instead of going to the bake house as usual, one day she walked into her father's office and took over the business. Around the same time, she was accepted into Harvard University. She ran the family business while studying abroad. After doing her homework each night, she checked in with the 'Maître Boulanger' (bakery production manager) to make sure everything was going well. "Thanks to a strong team, I was able to do four years between Paris and Boston, which led to extraordinary business development," explained Apollonia Poilâne.

Agnès Ogier cited the recent attack on a Thalys train as an example of her firm showing resilience. In dealing with the communications crisis that followed, "we had to be careful of the message we had to send both within as well as outside the firm. We became stronger as a result," said Agnès Ogier.

"The attention and quality of service we provide to our people on the front lines is the same thing we then expect that they deliver to our customers."

Agnès Ogier



When you have at heart to do something more, it can only be positive for an organization.

Apollonia Poilâne

Moderator:

- **Theo Sowa,**
CEO, African Women's
Development Fund and
Member, Women's Forum
Program Committee

Speakers:

- **Mary Anne de Amorim
Ribeiro,**
President, PUPA Education
- **Rana El Chemaitelly,**
CEO, The Little Engineer, and
2011 Cartier Laureate

CREATIVITY TAKES PLAYING AROUND

Thursday, 15 October 2015

16:30-17:15

The importance of play in innovation was addressed by Mary Anne de Amorim Ribeiro and Rana El Chemaitelly, both of whom head organizations that use play to get results.

Little Engineer, run by Rana El Chemaitelly, is a platform aimed at unleashing creativity in young minds, specifically creativity in engineering. This means encouraging young people to build systems that create solutions to the problems of everyday living – often with remarkable results. Rana El Chemaitelly described a case in which one of her young students designed a wheelchair that could be controlled by a computer. When asked why, the student responded, "Grandpa cannot walk, I want to help him."

PUPA Education, meanwhile, encourages a sense of play in Brazilian children from disadvantaged backgrounds. Opportunities for these children in ordinary life are very narrow, said Mary Anne de Amorim Ribeiro, but in playing different roles they can create new things. "Play is a free space for experimentation," she said, in words intended to have as much relevance for entrepreneurs as they do for disadvantaged Brazilian children.



"We have to give (players) the chance to lead, the freedom to lead."
Rana El Chemaitelly



*As an entrepreneur,
I fear nothing.*
Rana El Chemaitelly

Play leads to creative solutions

Rana El Chemaitelly spoke of the value of teamwork – a kind of play – in her business: "Whenever we are a team working on one activity we can create a more creative solution."

Encouraging adults to play is harder though. Only before formal education are we totally free to randomize, said Mary Anne de Amorim Ribeiro.

What should we guard against when trying to encourage play? Mary Anne de Amorim Ribeiro stressed the importance of never criticizing, while Rana El Chemaitelly said that those playing had to be given the freedom to lead. Both also described how interacting with children boosted their own ability to play with ideas

KEY FIGURES

1 in 3 of the women PUPA works with in Brazil has been a victim of violence.

*"Creative people do not accept all the rules.... They want to see things in a different way. We do not always like them."
Mary Anne de Amorim Ribeiro*



*I am educating myself to incorporate more and more play in everything I do.
Mary Anne de Amorim Ribeiro*

Moderator:

- **Ebru Ilhan,**
Senior Consultant, Kite Global
Advisor

Speakers:

- **Namita Banka,**
Founder and CEO, Banka
BioLoo, and 2013 Cartier
Laureate
- **Francis L. de los Reyes III,**
Professor of Civil, Construction,
and Environmental Engineering,
Associate Faculty of
Microbiology, and Training
Faculty of Biotechnology, North
Carolina State University

IS HANDWASHING REALLY 9/10 OF CREATING BETTER SANITATION?

Thursday, 15 October 2015

16:30-17:15

From very different vantage points, Francis de los Reyes and Namita Banka are taking on a formidable public health problem that nobody wants to talk about, even though it kills more people than HIV and malaria combined. A lack of basic sanitation is estimated to cause 600,000 deaths annually, primarily among children under age 5.

Today 2.5 billion people in the world live without access to adequate sanitation and 1 billion people defecate outdoors. Francis de los Reyes candidly described the problem, which he feels deeply concerned about. As an engineer, he seeks ways to apply cutting-edge biological processes to turn human waste into value, such as heat or energy. He explains that toilets are just the most visible part of the 'sanitation service chain,' which includes human user interface, storage, transport, treatment and reuse (not disposal).

"We have cloud computing, and yet still 2.5 billion people have no access to sanitation," he says. An enabling environment (from governments and society), technological solutions beyond the toilet, and business models along the entire sanitation chain are needed to change the situation, as well as behavioral change. All too often, people do not use toilets for cultural and religious reasons.

In the developing world, pit latrines are commonly used. They are emptied manually, with huge risks to health. In India, the lower caste is still condemned to manual scavenging, even though it is illegal.



We have cloud computing, and yet still 2.5 billion people have no access to sanitation.

Francis L. de los Reyes

Every household in India should have a toilet

Namita Banka created a social enterprise to address the sanitation challenge in India. Banka BioLoo produces environmentally friendly bio-toilets, which it has installed for schools, railroads and other institutions. She is adamant that every household in India should have its own toilet. The modular toilets her company makes require no emptying (waste is 'eaten away' by bacteria) and very little water – and in India there is a severe lack of water. The cost for one unit is US\$300, down from US\$800 initially, and she is trying to reduce it further.

Both speakers believe that new business models will be key in solving the sanitation problem, in the form of small companies created to address the needs at each step in the sanitation chain.

Handwashing is one part of the bigger sanitation picture. While highly effective, it is only possible when people have access to clean water.

KEY FIGURES

2.5 billion people in the world live without access to adequate sanitation.

1 billion people in the world practice open defecation.

A lack of access to clean water causes **600,000** deaths each year, primarily among children under age 5.

"When community toilets were installed, only 3% of people used them. I want to target that other 97%."

Namita Banka



I realized it has to be a profit-making venture, with value at every link in the chain. We need business models from SMEs – that is a must.

Namita Banka

THE RISING TALENTS

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

This year, 15 young women were invited to join the Rising Talents network — which now includes more than 150 members and offers networking opportunities year-round — and to attend the 2015 Women's Forum Global Meeting. They work in business, in science, academics and the arts, and all have demonstrated real capacity to carry through ambitious projects in both their personal and professional lives.



Hosts:

- **Sylvie Magnen,**
Partner - Talent Leader
FraMaLux, EY
- **Virginie Morgon,**
Executive Board Member and
Deputy CEO, Eurazeo
- **Evelyne Sevin,**
Partner, Egon Zehnder

Moderator:

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

Speakers:

- **Yanina Chiariotti,**
Director International Field
Marketing, Dunkin' Brands,
and Women's Forum Rising
Talent 2015
- **Julia Maris,**
Deputy Chief Executive
Officer, DCI (Défense Conseil
International), and Women's
Forum Rising Talent 2015
- **Sonia Medina,**
Director, Climate Change, The
Children's Investment Fund
Foundation, and Women's
Forum Rising Talent 2015
- **Karla Segovia,**
Trade, Investment and
Gender Specialist, USAID
SME Development Program,
Chemonics International, and
Women's Forum Rising Talent
2015

ENERGIZING YOUR ENVIRONMENT, ENERGIZING YOURSELF!

Thursday, 15 October 2015

16:30-17:15

Feeling empowered is not always easy for women in the workplace, particularly in fields that remain male-dominated. "About 90% of our clients are men from the Middle East," said Julia Maris. "We have practically nothing in common, and I am not someone they immediately identify with."

Moreover, there is much more pressure on working women, both from society and from themselves, especially when it comes to combining work and family.

Mentoring is a responsibility

Yanina Chiariotti recalled that women throughout history have always relied on solidarity and a sense of community – whether it was to wash clothes at the river or support new mothers. However, many women still do not recognize the importance of networking. Julia Maris said that interacting with successful women and finding mentors is all the more important because women often put much more pressure on themselves than men do. "Some women seem to have it all: they're smart, beautiful, great mothers, wives and professionals," she said. "But the first step to empowering women is to help them realize that nobody is perfect: we must share openly the challenges we face, both personally and professionally."



"Don't be afraid of wanting power and influence. Don't be afraid of ambition. Trust that feeling."
Karla Segovia



We don't need to wait to be empowered. We need to empower ourselves, and each other.

Yanina Chiariotti

Karla Segovia described how in El Salvador, only 2% of major businesses have women leaders. “As a woman who has had more opportunities and a better education than most girls in my country, I feel it is my responsibility to show that they can do it too,” she said. “This is also an economic necessity: involving women is key to redressing our sluggish economy.”

Sonia Medina added that empowering young women is also a universal responsibility. We are the first generation to feel the impact of climate change, and also the last that can act to avert its consequences. These consequences, which include droughts and conflicts, will heavily affect women, especially in the developing world where they are in charge of 80% of subsistence farming and rely on agriculture to feed their families. Yet the sectors that need to be transformed – finance, technology, energy – are all dominated by men. “Therefore, it is not only logical, but also urgent and essential to put women at the helm,” she concluded.

KEY FIGURES

About **16 million** girls and young women aged 15 to 19 and **one million** girls under 15 give birth every year.

Women control **73%** of consumer spending in the United States.

“The economic empowerment of women is key to solving global issues like climate change.”

Sonia Medina



Men make mistakes all the time and have great careers. So why can't women make mistakes and have great careers too?

Julia Maris

Moderator:

- **Helen Cherré,**
Director of Programs, Altran

Speakers:

- **Ghislaine Doukhan,**
*Executive Vice President,
Safran Analytics*
- **Denis Gardin,**
*Senior Vice President, New
Technology Ventures, Airbus
Group*
- **Catherine Ladousse,**
*Executive Director
Communications EMEA,
Lenovo, and President,
Association Cercle InterElles*
- **Rania Rostom,**
*Chief Innovation and
Communications Officer, GE
Middle East, North Africa &
Turkey*
- **Keith Williams,**
*Vice President Intelligent
Systems, Altran*

LIFE AT THE HEART OF THE INDUSTRY 4.0 REVOLUTION

Thursday, 15 October 2015

16:30-17:15

We are at the start of a new industrial revolution – Industry 4.0 – that will transform the factory space and promises to profoundly change how industrials do business, Helen Cherré told the audience. Change is being driven by new technologies and business practices ranging from data collection to 3D printing.

We are moving towards an Internet of things, said Catherine Ladousse, citing the 1 billion tablet devices currently on the market. These devices are now being used in both the personal and professional space, increasing the potential for gathering data. Companies must not only collect that data but also understand it, said Ghislaine Doukhan of Safran Analytics, which takes on this role within Safran.

A rapid revolution

"Life at the heart of Industry 4.0 is very, very quick," said Keith Williams. The rapid pace of change is occurring because we have reached a technology tipping point, and because of the huge amount of collaboration now taking place between companies and the very large numbers of people worldwide who are involved in the new activities.



*"We like to think of ourselves today
as a digital industrial company"*
Rania Rostom



*We see the collaboration of humans
and robots as part of the future for
this thing we call Industry 4.0.*

Denis Gardin

One challenge is the questions that are arising over ownership of the data being created. "[Before we] were basically buying a part and selling an aircraft, but not thinking about the data," said Denis Gardin. Now, all that has changed. Who profits from the dashboard on your car for example, Keith Williams asked. Is it Apple or Google, or BMW or Mercedes? "We will need to reinvent our business models ... to study where is the value in the chain, and where do we want to be? What will be free and where will people agree to pay?" added Ghislaine Doukhan.

It is not only big data that promises to be disruptive. Rania Rostom discussed what technology such as 3D printing means for industry. With the potential for specific parts to be manufactured in their entirety, traditional supply chains may have to be rethought.

"Industry 4.0 is here," said Helen Cherré. "It's probably going to be the fastest revolution the world has ever known."

KEY FIGURES

Four smartphones are sold every second worldwide.

People only use their smartphones for speaking for **7%** of the time, according to a worldwide survey.

"This is going to happen. It is a reality, and we're going to introduce to you how it is a reality."

Helen Cherré

"It's time to learn to speak the new language of industry. It's makers and coders together."

Rania Rostom

"We want to put in the hands of the user a device that will be useful for him day to day."

Catherine Ladousse

"I don't think there is one industry 4.0."

Keith Williams



We will need to reinvent our business models

Ghislaine Doukhan

Speaker:

• **Tamara Tursijan,**
*Field Service Engineer, Solar
Impulse's Mobile Hangar and
Ground Control System, ABB*

ENGINEERING: MAKING A DREAM COME TRUE

By ABB

Thursday, 15 October 2015

16:30-17:15

Solar Impulse's attempt to fly around the globe powered exclusively by solar energy is a call for more use of existing technologies to combat global warming, Tamara Tursijan told this session. "Our inspiration comes from ... the devastating action being suffered by our planet. We all know that something is wrong, but we are not doing anything about it. We have the technology and the tools."

The Solar Impulse set out from Abu Dhabi in March 2015 on its bid to become the first solar-powered, piloted plane to circle the earth. It is currently in Hawaii waiting for spring and the longer hours of daylight it will bring, having stopped off in Oman, India, Myanmar, China and Japan. The longest single leg of its journey so far was the flight halfway across the Pacific from Japan to Hawaii, which took five days and five nights at an average speed of just 50 km an hour. The pilot can only sleep in 20-minute bursts and the temperature in the unpressurized cabin can fall to minus 20°C. "It is a great technological challenge but more than that it is a great human challenge," Tamara Tursijan added.



*This project is truly a manifestation
of how we can all change the world.*

Tamara Tursijan

The sun powers up the plane's batteries during the day, which allows it to continue to fly at night. The wings are hollow, highly flexible and covered with thousands of solar panels. During the day, it flies at up to 8,000 meters, but drops to some 3,000 at night. The plane, which has a wider wingspan than a Boeing 747, but weighs no more than the average family car, was not made by an airplane manufacturer. "When we approached them, they said, 'You are crazy'," Tamara Tursijan said. In the end, it was built by a manufacturer of carbon-fiber bolts.

KEY FIGURES

72 meters is the wingspan of the Solar Impulse plane, wider than a Boeing 747.

The plane weighs **2.3** metric tons, no more than the average family car.

83% of the plane is made from a carbon fiber that is only one-third as heavy as paper.



Moderator:

- **Sharon Leclercq-Spooner**,
Member of the Board,
Euractiv.com

Speakers:

- **Karoli Hindriks**,
Founder and CEO, Jobbatical.com, and Women's Forum Rising Talent 2015
- **Muriel de Saint Sauveur**,
Corporate Communications,
Mazars
- **Katerina Zherebtsova**,
Brand Communications
Executive, Nike Greece

BRING LIFE (BACK) INTO THE EUROPEAN DREAM: AN INTERGENERATIONAL DEBATE

By Mazars

Thursday, 15 October 2015

16:30-17:15

Can there be a European dream if citizens are unaware of the European Union's efforts for the benefit of women and society? Mazars conducted a survey of 2,500 women, spanning three generations and 108 countries, to assess their knowledge regarding EU initiatives for women. Surprisingly, non-European women were more knowledgeable about these initiatives than European women. Of all of the women surveyed, Millennials were less informed than the other age groups.

Branding the European Dream

Katerina Zherebtsova, one of two Millennials on the panel, suggested that changes were needed in the way the European Union communicates if it wants its policy efforts to be seen by its citizens and to resonate with them. Katerina and Karoli Hindriks, the panel's other Millennial, both stated that Europe would benefit from a common vision or peaceful mission to unite behind. Katerina Zherebtsova added that the Millennial generation is inspired by campaigns like Chime for Change, founded by Salma Hayek, and by "people who are living, breathing brands; people who stand for something." She pointed out that past generations had charismatic political leaders like John F. Kennedy to inspire them and whom they could trust, but that this is no longer the case. They both agreed Europe needed more "stars" who could fill such a role, and proposed names like J. K. Rowling and Richard Branson.



"Millennials are the first worldwide generation. They don't care about where people come from."
Muriel de Saint Sauveur

When we are nationalistic, we don't let disruptors in and our ideas stagnate. We hurt ourselves and can't continue to evolve.

Katerina Zherebtsova

Valuing the creation of value

Karoli Hindriks thought an entrepreneurial mindset was key to defining a new European Dream. In her view, Europeans have become too comfortable and have forgotten the importance of creating value. They need to continue to create value to maintain their standard of living. She noted that, today, it is popular to become an entrepreneur, and suggested that her generation might lead the way towards a new definition of the European Dream. Finally, Karoli stressed the importance of simplifying bureaucracy throughout Europe, because EU regulations and policies, although designed to support citizens, can hinder innovation and progress.

Disruptors, not disruption

Katerina Zherebtsova deplored the rise of nationalism in Europe and stressed the importance of remaining open to immigration. She said fresh points of view were essential to a vibrant society and added, "The refugees coming in now can inspire us to revisit the dream." Sharon Leclercq-Spooner reminded the audience that Europa was a Phoenician – which means Syrian or Lebanese – noblewoman, perhaps suggesting that Europe might look to its past to define its future.

KEY FIGURES

42% of women believe the European Union is actively promoting women.

61% of non-European women are aware of EU efforts for the benefit of women.

56% of European women are aware of EU efforts for the benefit of women.

In 30 years, **1 in 5** youths will be from Africa.



"It would be wonderful if more European companies and organizations identified as European and not just national or global."

Sharon Leclercq-Spooner

In Europe, it just is too difficult to build anything. You stumble into the regulations; it's overregulated.

Karoli Hindriks

Speaker:

• **Robert Sebbag,**
Vice President Access
to Medicines, Sanofi

CLIMATE CHANGE AND HEALTH: DO WOMEN HAVE A SPECIFIC ROLE TO PLAY?

Thursday, 15 October 2015

16:30-17:15

The potential impact of climate change on human health can be assessed by looking at its anticipated effects, which range from extreme weather and natural disasters to increased levels of CO2 and rising sea levels.

Higher temperatures will mean that disease vectors like ticks and mosquitoes will move into new regions of the globe. The tiger mosquito, a vector that transmits viruses like yellow fever, dengue fever and chikungunya, has now invaded many countries, including France (as far north as Lyon). Mosquito-borne diseases such as malaria and dengue will become a health problem for communities that have not previously seen them, Robert Sebbag said.

Worldwide, more than three billion people are at risk of catching malaria, which is spread by the Anopheles mosquito that thrives at certain temperatures and humidity levels. Populations at altitudes that were once too cold or dry for the mosquito to survive will suddenly need to worry about this disease – whose primary victims are pregnant women and children under age five.

Rising sea levels will cause people living in small island countries to suffer mental health consequences from the trauma of watching their homes disappear. Where will they go? Robert Sebbag pointed out that the effects of climate change will go hand in hand with more migration and the displacement of populations, with the attendant public health issues this will bring. In addition, an increase in air pollution with higher temperatures will result in more asthma and respiratory diseases.



The effects of climate change are not gender neutral. Women are at the front line, particularly in developing countries.

Robert Sebbag

The impact is not gender neutral

As the main healthcare decision-makers for their families, women will bear the brunt of these various effects. Women have specific vulnerabilities – not only from a health viewpoint (for example, pregnant and lactating women are especially vulnerable), but for economic and social reasons: in many parts of the world, women still do not have equal access to decision-making, reproductive health choices, education, information, and other essentials. Because women produce 60% of food in developing countries, floods and droughts will especially affect them.

Robert Sebbag stressed that climate change and health must be at the center of the discussions during the COP21 summit in Paris (30 November - 11 December 2015). Recommending a holistic approach, he said that as a leading healthcare player Sanofi has a responsibility to develop solutions to address the tough health challenges that will result from climate change.

KEY FIGURES

During natural disasters, women and children are **14 times** more likely to die than men.

Women produce **60%** of food in developing countries.

Most of the **600,000** malaria deaths each year are small children and pregnant women.



Speaker:

· **Khalid Shafar,**
Product Designer

CULTURAL SUSTAINABILITY: THE ROLE OF FOLK ART IN MODERN DESIGN

Thursday, 15 October 2015

16:30-17:15

A country modernizing as rapidly as Dubai might be in danger of forgetting its past, but efforts are being made to preserve its artistic and cultural heritage while at the same time providing work for women, who are the caretakers of its folk-art heritage.

Khalid Shafar, who started his company five years ago and still considers himself an emerging designer, likes to tell stories through his furniture. He found himself fascinated by the storytelling aspects of traditional embroidery and the mats woven by the women of his country.

Inspired by palms

He soon found a way to incorporate the mats into his own designs, and showed the audience some stools and a table topped with sarrood mats woven from palm leaves by Emirati craftswomen. His design for the wooden bases was inspired by palm-tree bark. The mats were traditionally used to eat on, then hung on the wall to keep them flat. He gave the craftswomen no instructions on what patterns or colors to use, letting them “design by their own instinct.” In this way, they became co-designers of objects suitable for today’s world that also helped them generate income.



There is kind of smartness in this design that is not based on any education; it's all about instinct and how they feel and their eye and their lifestyle and experience in life.

Khalid Shafar

The patterns are full of symbols – like a palm tree, a camel, or waves of sand – which have been passed down through the generations and influenced by the weaver’s own life experience. Khalid Shafar is hoping these objects will inspire the younger generation to take up these crafts and keep them alive.

“This is how nations appreciate themselves,” he said, “through customs, food, music and different forms of culture.”

Spreading the word

He brings these works to design fairs and exhibitions around the world, and has helped launch fairs like Design Days Dubai and Downtown Dubai as local forums for design. He also collaborates with associations like Sougha in Abu Dhabi, which works to preserve Emirati handicrafts while helping skilled local women become entrepreneurs. “This is our treasure,” he said.

Another treasure he remembers from his childhood is the amber oil the grandmothers made to perfume their homes. As a tribute to this Proustian memory, he has also created elegant amber-scented candles.



THE FUTURE OF WELLNESS

Thursday, 15 October 2015

16:30-17:15

Moderator:

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

Speakers:

- **Marisa Berenson,**
*Actress, Model and Sofitel
SoSPA Ambassador*
- **Aldina Duarte Ramos,**
*Director, Global Well-being
Product, Luxury & Upscale
Brands, AccorHotels*
- **Martine Pinville,**
*French Minister of State for
Commerce, Small-Scale
Industry, Consumer Affairs
and the Social and Solidarity
Economy*

Once the world's highest paid model, then a successful actress, Marisa Berenson realized early on that she needed to build a strong core in order to find harmony in the high-profile lifestyle she had chosen. This took her on a global spiritual quest that is still going strong today. As the SoSPA Ambassador of Sofitel, she has been helping the company develop its luxury wellness offer, including a new luxury spa in Morocco. According to Marisa Berenson, well-being is the key to understanding your role in this world and what you can contribute to it. "If I feel good, I can share that with others. Everybody needs a chance to rest and regroup, otherwise how can we do things like save the planet? Real change starts with every individual gaining consciousness and working together. Nothing is separate in life. It is all inter-connected."



*Why not bring the concept of
wellness to all women's activities?*

Martine Pinville

Wellness: a commercial and social asset

The message of inter-connectivity was echoed by Martine Pinville, who pointed out that today entrepreneurs are also policymakers, corporations consult – and listen to – scientists, and women enable themselves as they enable others. For her, wellness is a global concept, and one as simple as ensuring that every citizen can eat healthily and enjoy a good night's sleep. "As someone working on social issues I believe that the concept of wellness should extend to all levels of society." The Minister recently authored a government proposal to promote sports to the elderly and increase government investment in the organic food sector. She is also encouraging companies, designers and craftspeople to work on products for all sections of society, which represents an opportunity for them to reach a broader market. Indeed, for Pinville, "wellness is a real strategic asset, because at heart, wellness is a people-centered concept."

KEY FIGURES

90% of guests look for wellness food options. **70%** go to the gym or do sports at least once a week. **40%** use a connected device in their wellness activity. (Results of a recent survey of 9,000 luxury/upscale guests of AccorHotels.)



Real change starts with every individual gaining consciousness and working together.

Marisa Berenson

Speaker:

• **Sidonie Camplan,**
*Studio Chief Designer Color
and Materials, Renault-Nissan
Alliance*

WELL-BEING AND THE CAR

Thursday, 15 October 2015

16:30-17:15

A flower holds the key to the thinking behind the colors and materials used in the current range of Renault cars, revealed Sidonie Camplan. The flower petal graphic design, which features six different colored petals each carrying a theme for the various models, was the starting point for an exhaustive design process leading up to the range's launch two years ago.

The colors and materials department is charged with making sure all the visible and touchable surfaces reflect the character of each model type as envisaged by the car designers. Each model has its own theme, which reflects the market it is designed for. Thus the Renault Captur Sports Utility Vehicle has the theme Explore, with its qualities named as robust, outdoor and technical. Designed for families that enjoy the outdoor life, the vehicle is designed to be easy to clean and can be customized extensively.



*If the quality of the environment
is not good it does not make you
feel better.*

Sidonie Camplan

The Clio is themed Love, to reflect the passion that owners of this vehicle feel towards cars. Great effort went into producing a new red paint finish called 'rouge flame,' which has accounted for 25% of the Clios sold since launch, overtaking old favorite colors black and grey.

The materials department takes inspiration from many things, including a Bodum toaster in the case of the electric car Zoe (theme Wisdom, color white, qualities serene, respectful, new status). Materials currently being examined include recycled leather for interior fittings. The designers must produce something that fits the vision of all departments, be it marketing, engineering or production.



Speakers:

- **Rohini Anand,**
Senior Vice President
Corporate Responsibility and
Global Chief Diversity Officer,
Sodexo
- **Bernie Butler,**
Managing Director, Good4U
- **Martin Jordan,**
Senior Buyer, Supply
Management, Sodexo UK

PARTNERING FOR ECONOMIC EMPOWERMENT FOR WOMEN: A CORPORATE LEADERS' VIEW

By Sodexo

Thursday, 15 October 2015

16:30-17:15

Sodexo's supply chain inclusion program provides an example of a socially responsible corporate policy that contributes substantially to the bottom line.

By working with small- and medium-sized enterprises (SMEs) while implementing proper management and oversight, corporations can address regulatory issues, respond to consumer demands for quality and social responsibility, and make their supply chains more agile – all in one go.

“Through our supply chain inclusion program, we are committed to supporting SMEs, including women-owned businesses, because it gives us a competitive advantage,” said Rohini Anand. “We can work with the most agile suppliers, with small businesses that can deliver more quickly than big suppliers.”



*“We discourage SMEs to rely only on us.
We encourage them to diversify.”
Rohini Anand*



*When we started with Sodexo,
we were surprised that they
wanted to meet with us.*

Bernie Butler

Support programs

Last year Sodexo pledged to spend US\$1 billion with SMEs through 2017 in 40 countries, with a goal of creating 250,000 jobs. So far the drive has reached 32 countries. Rohini Anand described several training and support programs, including one for abused women in India who can sell hot meals from street carts and another for former guerrillas in Colombia (30% of whom are women) who want to reintegrate into the larger society.

Closer to home, Sodexo ran its first program for SMEs, with support from the European Union, in the United Kingdom in 2013-2014. This was followed up by the supply chain inclusion program, which focuses on SMEs, including many run by women, and minority businesses. They must all adhere to the corporation's supply chain code of conduct.

In addition to the formal training, the 17 firms in the current program have used it for networking and to develop other business opportunities, according to Martin Jordan.

Bernie Butler of Good4U, an Irish maker of seed-and-fruit snacks, described her firm's experience in the program. "When we started with Sodexo, we were surprised that they wanted to meet with us," she said. Their initial fear was, "Can we deliver?" But everything has worked smoothly, she said.

KEY FIGURES

Last year Sodexo pledged to spend **US\$1 billion** with SMEs through 2017 in **40** countries, with a goal of creating **250,000** jobs.

So far the drive has reached **32** countries.

"We need fresh and healthy foods, and Bernie [Butler] can deliver them on a dime."

Rohini Anand



None of our competitors do this. They show up at events, but they don't follow through.

Martin Jordan

Moderator:

- **Sharon Masterson,**
Manager Corporate
Partnership Board and Private
Sector Engagement, OECD
International Transportation
Forum

Speakers:

- **Sonja Heikkilä,**
Senior Adviser, Finnish Funding
Agency for Innovation, and
2014 Leading Global Thinker
- **Samira Negm,**
Founder, Raye7

HOW WILL CAR SHARING AND MOBILE APPS CHANGE URBAN TRANSPORTATION?

Thursday, 15 October 2015

17:30-18:15

The urban population is growing twice as fast as the total population: by 2030, two-thirds of the world will be city dwellers. The session heard from speakers representing two utterly different initiatives to provide feasible responses to the growing demand pressure on urban transportation.

Mobility as a Service

Mobility as a Service is a concept launched by a young Finnish woman for her Master's thesis in engineering. Three short years later, at a recent international transportation conference in Bordeaux, the European Mobility as a Service Alliance was launched. Sonja Heikkilä's scheme is based on the idea of private mobility operators bundling all available transportation options into one unified package for end users. Users would subscribe to a particular operator, much as we do now for mobile phone service. The Finnish government is laying plans to have a version of this concept in place in Helsinki by 2025.



In many cities vehicles delivering mail go down every street at least once a day. Why couldn't they be carrying people or goods at the same time?

Sonja Heikkilä

"Mobility as a Service makes urban transportation an end-user service, replacing the outdated transport-system-based model," said Sonja Heikkilä. Private mobility operators will constitute a competitive market, while requiring interoperability of any service provider – whether a taxi or a train line – who wishes to join the system. In the Finnish version, public subsidies will go to end users and not service providers. The public sector still plays its important roles of subsidizing and regulating (for safety, fair competition, etc.). Additionally, making one system out of many will lead to gains in efficiency, fleet reduction, and sustainability.

Ride-sharing

In Cairo, a city of 25 million people and growing, Samira Negm grew weary of spending up to five hours per day in transportation between home and work, both of which are located within the city. Noticing the number of cars with no passengers that were clogging city streets, she launched a ride-sharing mobile app, and is succeeding where others before her (applying a conventional model similar to BlaBlaCar) had failed. Samira Negm attributes her success to adapting the model to local cultural reality, where accepting rides from strangers is frowned upon and a love of generosity makes it awkward to take money for giving a lift. "In order for ride-sharing to work in Egypt, the network to which each user is given access has to be large enough to function, but small enough to be personal," explained Samira Negm. This she achieved by drawing on users' social networks and by convincing clusters of employers to promote the service to their employees. A Facebook friend or an employee in the same set of firms is not considered a stranger.

KEY FIGURES

Urban population is growing **2** times faster than world population overall, resulting in a projected **66%** of the world living in cities by 2030.

Size of the automobile fleet could be reduced by **80%** using a system of shared self-driving cars.



In order for ride sharing to work in Egypt, the network to which each user is given access has to be large enough to function, but small enough to be personal.

Samira Negm

Moderator:

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

Speakers:

- **Catherine Cook**,
Co-founder, MeetMe
- **Rym Sahnoun**,
Director, Orange Labs Tunisia
- **Vivek Wadhwa**,
Fellow, Arthur & Toni Rembe Rock Center for Corporate Governance, Stanford University, Director of Research, the Center for Entrepreneurship and Research Commercialization, the Pratt School of Engineering, Duke University, and Distinguished Fellow, Singularity University

PRIMING WOMEN TO LEAD IN THE NEW TECHNOLOGY ERA

Hosted by Orange

Thursday, 15 October 2015

17:30-18:15

Women need to break into the boy's club that has always controlled the tech world and has effectively shut them out. Ironically, technology itself is the key that will help them do just that.

"Magic happens when technologies converge," said Vivek Wadhwa. Today, with the power of huge data centers contained in a tiny computer, anyone can borrow or raise money to start a company. As for technical skills like coding, they can be outsourced – leaving company founders the freedom to deploy their creativity to the full.

Teen entrepreneurs

That is exactly the route taken by Catherine Cook. In 2005, when she and her brother were teenagers, they decided they wanted to make new friends and started an online social networking site called myYearbook with funding from their older brother, who was cooking up websites in his dorm room at Harvard. "We hired someone to do the coding so we could focus on what we wanted to do," she said.



"Disrupting any space is always going to be uncomfortable."

Catherine Cook



*Who is building robots today?
Children are building robots!*

Vivek Wadhwa

Rym Sahnoun took the opposite path, starting out as a coder, but she has left the boy's club behind and now works in the creative side of the tech business. "It's all about creating an environment where both men and women can innovate and take risks," she said. She is a strong believer in mentoring and networking to "push" women up.

Cognitive systems era

Technological advances in many fields – robotics, 3D printing, holographics and even artificial intelligence – will soon open up endless possibilities for new businesses that can both make money and help solve the world's problems, said Vivek Wadhwa. "Silicon Valley is obsessed with programming systems," he added, "but we are now in the era of cognitive systems.... An entire new generation of tools is becoming commercially available that any and all of you can learn."

The beauty of the new technologies is that their low cost and ubiquity will eventually bring education and opportunity even to the poorest, most remote corners of the world – once the planet is blanketed with Internet access and solar technologies make electricity available to all. "When that happens, you can change the world," Vivek Wadhwa concluded.

KEY FIGURES

Working with **500** coauthors, all of them women, Vivek Wadhwa published a crowd-created, crowd-funded book on women in innovation in a record **6** weeks.



"With new technologies like Kickstarter, if you have an idea you can just go do it."
Catherine Cook

Women in Tunisia have rights, education and the confidence that they can do it.

Rym Sahnoun

Moderator:

- **Kellie Gerardi,**
Commercial space industry professional, and Women's Forum Rising Talent 2015

Speakers:

- **Anousheh Ansari,**
Co-founder and Chairman, Prodea Systems
- **Laetitia Garriott de Cayeux,**
President, Escape Dynamics, and Women's Forum Rising Talent Alumnus
- **Helene Huby,**
Head of Innovation, Airbus Defence and Space

INVENTING THE FUTURE OF SPACE

Hosted by Airbus Group

Thursday, 15 October 2015

17:30-18:15

The space industry has seen many changes over the past decade. What was previously a government enterprise now includes commercial companies and organizations. These have two main goals: democratizing access to space for citizen science, exploration and commerce; and expanding Earth's economic sphere to create a new space ecosystem.

Developing fast

"For the first time in four billion years, interplanetary life is possible. And I want to be a part of that," said aspiring astronaut, Kellie Gerardi. Anousheh Ansari, an experienced astronaut, agreed that the sector has developed very rapidly, and is entering the same exponential path as other technologies. "I look forward to seeing even more changes in the next couple of decades," she said. One of the game-changing technologies she expects to witness is 3D printing in space. "If you arrive on Mars and realize that you've forgotten something on Earth, you must be able to manufacture it instead of going back!"



"In total, less than 600 people have been to space. Listening to these incredible women, I am encouraged by the fact that we could double this number in the next five to 10 years alone."

Kellie Gerardi



The resources on our planet will not be enough to satisfy the needs we have.

Anousheh Ansari

The way spacecraft are built is changing. Airbus is launching innovative, smaller satellites instead of the very large ones that have been used until now. As well as producing, manufacturing and designing completely new spacecraft, Airbus is also partnering with and investing in start-ups, and is creating an innovation center in Silicon Valley.

To democratize access to space, Escape Dynamics is trying to move beyond chemical combustion for space launch and rely instead on energy that is beamed to the rocket. "What energizes me is to be working on a technology that has the means to reduce space launch cost by a factor of about 100," said Laetitia Garriott de Cayeux.

One aspect of the space industry that all the speakers agreed must change is the way women are perceived. "I have four children. I've been told to hide this fact in order to not be completely discredited," said H el ene Huby. "But at the end of the day, we are all engineers we are all just as enthusiastic and driven."

KEY FIGURES

In 50 years, less than **600** people have gone to space.

*"If I had the choice, I would go to space and never come back."
Anousheh Ansari*



*"I have four children. I've been told to hide this fact in order to not be completely discredited. But at the end of the day, we are all engineers we are all just as enthusiastic and driven."
H el ene Huby*

One of the greatest things that space is going to enable is uncensored internet access everywhere and for all.

Laetitia Garriott de Cayeux

Speakers:

- **Viviane de Beaufort**,
Tenured Professor at Essec BS, founder of Women Exec tracks
- **Isabelle Daviaud**,
HR Support for Digital transformation, Regional Leader of the WAAG network (Women at Accor Generation), AccorHotels
- **Laurent Depond**,
VP Diversity & Inclusion, Orange
- **Annie Kahn**,
Member of the WHAT Group and Journalist, Le Monde
- **Olga Trostianksy**,
Diversity Director, Crédit Agricole SA

With:

- **Fatma Chouaieb**,
Founder, Elles inspirent !
- **Lou Hamonic**,
Founder, Raiponce
- **Marie-Anne Magnac**,
Founder, Geekette, the new glamour!

WOMEN INNOVATION HACKATHON

Thursday, 15 October 2015

16:30-17:15

The mission of Women Hackers Action Tank (WHAT), a group composed primarily of women, is to improve the lives of women in a sustainable way through technology. In October 2015, WHAT organized the first Women Innovation Hackathon in Paris in an effort to take concrete action towards reducing gender inequality. More than 430 participants registered for the event through the Imagine with Orange crowdsourced innovation platform and start-up launchpad.

Aspiring entrepreneurs, both men and women, pitched nearly 100 projects. Twenty of these formed teams at the two-day hackathon, all with one goal in mind: creating digital products or services that would enable a better balance between men and women in society.

A WHAT jury chose five winning projects. The founders of three of these gave the audience the same three-minute pitch they had given to the jury.

Elles inspirent !

Fatma Chouaieb and her team created Elles inspirent ! to offer career guidance and mentoring to young women. When asked about their plans for the future, high-school girls are often unsure, stressed by the question, or they say they have some ideas but no one to talk to. Elles inspirent ! provides online vocational guidance and helps girls



This generation is creating a new form of management with no hierarchical rules.

Annie Kahn

*"We need to be constantly innovating in order to survive."
Laurent Depond*

find inspiration within themselves and around them. The platform contains two tools: a personalized career roadmap that identifies users' strengths and talents, and access to a network of professional mentors, women and men, who can provide guidance.

Raiponce

Lou Hamonic created Raiponce (which rhymes with 'réponse,' the French word for 'response'), a website where women can submit sexist comments directed towards them at work or provide suggested responses if they have experienced a similar situation. To encourage women to speak up and support each other, Lou uses a points system like those used on peer forums, and up/down voting as on Reddit.com.

Geekette, the new glamour!

Marie-Anne Magnac's project, a cross between a lifestyle brand and a social marketing campaign, is a community platform that offers multimedia content about the "girl geek" lifestyle. It has the interactivity of a social network, with user-generated content. The objective is to dispel misconceptions about STEM careers, open girls' minds to STEM options, and provide them with role models.

"I think hackathons are a symbol of the way Generation Y thinks, works, and maybe lives: using technology, going fast, eschewing hierarchy, and having fun."
Viviane de Beaufort



KEY FIGURES

There are **1.5 million** high-school girls in France, **71%** of whom say they received poor career counseling.

In France, during the first undergraduate year, **46%** of young women drop out.

Currently, **5% to 10%** of college women in France are studying computer science, and that number is going down.



"By participating in the hackathon, we gained insight into new ways of working and new leadership models."
Isabelle Daviaud

We see men work a certain way at hackathons, working all night, but women can be innovative and creative and also have a normal life, with normal hours.
Olga Trostianksy

Moderator:

- **Brigitte Dumont,**
Group CSR Chief Officer,
Orange

Speakers:

- **Corinne Poupet-Louvès,**
HR Jobline Director, Orange
- **Hélène Sancerres,**
Director Change Management,
Coaching & CSR, Cisco

IS THE DIGITAL WORLD TRANSFORMING US INTO SUPER HEROINES?

By Orange

Thursday, 15 October 2015

17:30-18:15

Digitalization has contributed to and accelerated organizational change within businesses, notably by ushering in a less hierarchical approach to management. In fact, it is the managerial role that has evolved the most with digitalization. “The role of the manager has changed a lot. It is not just about executing well, marketing well. It is not even about leadership; it is more about being a manager-coach, although I do not like the term,” said Hélène Sancerres.

Managers now have to deploy their teams across a number of projects rather than focus them narrowly, and that means setting project priorities. Digitalization brings risks but also enormous opportunities for businesses. “In five years, 65% of the jobs existing will be jobs that do not exist day. That is scary but it is also an opportunity,” said Corinne Poupet-Louvès.

Efficiencies, challenges and overload

When managers let their people work on other projects they lose some control, but the company gains in efficiency, Hélène Sancerres noted. Digitalization can encourage decentralization and this also brings new challenges to managers, who have to learn to run teams remotely. New technologies mean it is no longer necessary to hold as many face-to-face meetings, which eases the task of running international companies and helps the planet by reducing the number of flights taken.



*We need operational excellence,
but if we don't innovate, we die.*

Hélène Sancerres

Orange has set up a special innovation unit in Paris called Villa Bonne Nouvelle, which brings together company employees and external teams, both freelancers and start-ups. “Digital is not only about tools. It is about making sure people can cooperate and be creative together,” Corinne Poupet-Louvès said. Digital transformation is also about creating trust between teams. It is no longer enough just to employ key performance indicators (KPIs) to evaluate staff. “Managers need to trust the team and test new management methodologies,” she added.

The issue of information overload was also addressed. The huge amount of information available through digitalization can be overwhelming, making it difficult for employees to focus on tasks and remain attentive. “It is not a question of doing more, it is a question of doing different,” said H el ene Sancerres. She outlined a Cisco corporate initiative – Wisdom 2.0 – that aims to tackling issues of attention, concentration and relations with others. Cisco also bars its executives from sending emails over the weekend. “It is a matter of personal discipline also,” Corinne Poupet-Louv es added.

KEY FIGURES

Every **60** seconds, **60 million** emails and **98,000** tweets are sent.

The average worker spends **28%** of his or her working time managing emails.



Digital is not only about tools. It is about making sure people can cooperate and be creative together. Managers can play a big role here.

Corinne Poupet-Louv es

Moderator:

- **Isabelle de Ponfilly**,
Managing Director, Vitra France, President of the Board, ENSAD (École Nationale Supérieure des Arts Décoratifs), President of the Board, ISTEK (Business School)

Speakers:

- **Mary Crass**,
Head of Policy and Summit Preparation, International Transport Forum, OECD
- **Lai Choo Malone-Lee**,
Director, Centre for Sustainable Asian Cities, School of Design and Environment, National University of Singapore
- **Isabelle Schlumberger**,
Executive Vice President Sales & Development, JCDecaux
- **Lindiwe Zulu**,
Minister of Small Business Development, Republic of South Africa

WOMEN IN CITIES

By JCDECAUX and Vitra

Thursday, 15 October 2015

17:30-18:15

Cities need to be greener and more inclusive, and in turn, more adapted to the needs of women, said Mary Crass. Public spaces and public transportation must be better adapted to women's safety and security. The new bus shelters in Paris, for example, were designed with women in mind. The roofs are 40% larger, with better lighting at night to reinforce a sense of protection.

In South Africa before 1994, women were largely excluded from the economy. Today a Human Settlement branch of the government is addressing housing, mobility and security. Women are often the victims of violence by drivers of mini-taxis, "simply for wearing a skirt that is too short," said Lindiwe Zulu. Education plays a crucial role in ensuring that people respect women's rights. Increasing the number of women in key decision-making positions has also brought great improvements, but "more needs to be done... to get rid of the old systems that separated people," she noted.



"Urban planning and policy at the municipal level are going to have to be focused on being greener and more inclusive, and in turn, more adapted to the needs of women."

Mary Crass



Are cities geared towards women? No, not at all. In South Africa, the current government is trying to take these issues [of security, universal access, etc.] into consideration. Having women in key decision-making structures has helped a lot.

Lindiwe Zulu

Rethinking city structure

Lai Choo Malone-Lee suggested we should fundamentally rethink how cities are structured before addressing transportation. One solution is to bring amenities closer to home so that women do not have to spend time and energy on long commutes, picking up children from school or running errands. Work schedules could also be more flexible to alleviate high transportation demand during peak travel times. “In Singapore we are gradually shifting our city paradigm towards better workability with better connectivity and nearby gardens; we want cities to be built as self-sufficiently as possible, with greater universal access,” stated Lai Choo Malone-Lee.

The speakers agreed on the importance of a ‘just city,’ which incorporates diversity, democracy and equity. Smartphone apps providing real-time information have helped give urban dwellers more choice, flexibility and autonomy than ever. On-demand services like Uber are on the rise, as are shared bicycle schemes. These new technologies are making cities more inclusive, including for women. “For a woman alone at 2 am, a bike is safer and faster than getting home on foot,” said Isabelle Schlumberger. Nonetheless “authorities have to understand the impacts of these technologies, and must make sure they are fitting the needs of a diverse society,” stated Mary Crass.



KEY FIGURES

Cities take up **5%** of the world’s surface, but they hold half of the world’s population and represent **70%** of global wealth and greenhouse gases.

Free bicycle schemes are now present in more than **70** cities and **18** countries, with more than **50,000** free bicycles in circulation. Users have cycled more than **1 billion** kilometres.

"A city is meant for people, not cars. Before we start talking about public transport improvement, we have to look at city structures fundamentally."

Lai Choo Malone-Lee

"Women have more mobility challenges. Men are mono-tasked with going back and forth to the office, while women are doing much more circulating throughout the day."

Isabelle de Ponfilly

"In French the word for city (la ville) is feminine, but cities and public spaces – designed and developed by men – are in fact very masculine."

Isabelle Schlumberger

Free bicycle schemes started in Vienna in 2003 ... a prime example of the sharing economy before the term even existed.

Isabelle Schlumberger

Speakers:

• **Claire Dorland Clauzel**,
Executive Vice President
Brands and External Relations
and Member of the Group
Executive Committee, Michelin
Group

• **Janet Neo**,
Head of Corporate
Sustainability, Fuji Xerox Asia
Pacific and Women's Forum
Rising Talent 2015

HOW TO RECONCILE BEST PERFORMANCE AND RESPONSIBILITY?

By Michelin Group

Thursday, 15 October 2015

17:30-18:15

Corporate social responsibility programs have benefitted financial performance for both Michelin Group and Fuji Xerox, according to Claire Dorland Clauzel and Janet Neo. Both highly recommended social responsibility as a business strategy and a way to create value. Certain conditions must be met, however, such as a strong corporate purpose supported by a sustainable development policy and performance objectives.

The Michelin Group believes in mobility as a driver of liberty. It was the first company in the world to develop a 'green' tire that reduces CO2 emissions by decreasing rolling resistance. This product has been a huge success, illustrating how environmentally responsible choices are also good for the bottom line.

Tire manufacturers consume two-thirds of the world's natural rubber, and Michelin has set up a responsible procurement program for this key raw material. Through a joint venture, the group acquired 88,000 hectares of deforested land in Indonesia. It plans to plant trees on half the land, guaranteeing sustainable supplies of natural rubber, and reforest the other half, generating thousands of local jobs. It is partnering with the WWF to ensure protection of the natural environment.



"Today people still oppose performance and social responsibility, yet combining both is a great way to create value and innovate – and it drives performance."
Claire Dorland Clauzel

In the event of a crisis, a natural disaster or unethical behavior by suppliers, companies need to be ready to defend themselves and even use this opportunity to confirm their reputations.

Janet Neo

Protecting the business

Janet Neo handed out Fuji Xerox pens made from used printer cartridges and walked participants through the value chain, describing responsible choices at each step. Sustainability is perceived differently according to culture and values, she noted. Fuji Xerox's vision is based on a Japanese philosophy that may be summed up as 'unity of words and deeds' or 'walk the talk.' For example, in 1995 Fuji Xerox introduced a recycling policy and adopted a 0% landfill target.

Responsible procurement practices also protect a company's reputation in times of crisis. Recent forest fires in Indonesia from illegal slash-and-burn practices caused a haze of air pollution in Southeast Asia, including where Janet Neo works. The media and consumers wanted to know which big companies bought from the suppliers who were responsible for the forest fires. Fuji Xerox was one of the first to confirm that it did not buy from these suppliers. In this type of situation, businesses with a sustainability vision, who influence and monitor their suppliers' practices, are able to protect their business and maintain their customers' trust.

KEY FIGURES

65% of natural rubber is used by the tire industry.

All natural rubber comes from trees, and today **93%** of rubber trees are grown in Asia.



Moderator:

- **Sandrine Treiner,**
Director, France Culture

Speaker:

- **Caroline Mathieu,**
Chief Curator, Musée d'Orsay

WOMEN ARTISTS AT THE END OF THE 19TH CENTURY

By the Musée d'Orsay

Thursday, 15 October 2015

17:30-18:15

The question of why there have been no great women artists was addressed in a seminal article by American art historian Linda Nochlin in the 1970s. Caroline Mathieu drew on this as she gave a succinct yet dense history of women artists through the ages. She illustrated the social, gender, institutional, educational and even religious issues that made it impossible for women to achieve artistic success on a par with men, no matter what their talent or genius. This started to change in the 20th century, particularly during the post-war years with the emergence of multiple societal changes and avant-garde movements that finally gave women room to express themselves. Nonetheless, it took until the 21st century for women to be considered as the equal of male artists. However, "gender issues still exist," Caroline Mathieu added.



*I am astonished to see the number
of good women photographers but
I am torn about those of them
who want to be like men.*

Caroline Mathieu

Has salary parity replaced gender parity?

A lively audience Q&A session quickly veered into the art world of today. Cautioning against what she perceived as some women artists trying to make it by "behaving like men," Caroline Mathieu said she believed there is now gender parity on an institutional level. However, in many areas, the real problem now is salary parity. "In my job, I think men and women are seen as equals. There are many museums around the world that are run by women. And there are a lot more women curators. But maybe that is because the position is not very well paid?"

One audience member said competition is made even fiercer by the fact that women have to work twice as hard as men once they get into the art world's spotlight, as their every move is amplified by the press and social media. Another spoke up to say, "I assure you that this kind of competition is not specific to the art world. I myself work in the wildly different world of aeronautical engineering and everything you describe exists there just as much."



Speakers:

- **Jennifer Hommema,**
Wellwork Innovations Manager,
ExxonMobil Upstream
Research Company
- **Joy Kelly,**
Vice President and Deputy
General Manager, Jacobs

PUMPING OIL AND PUMPING HEARTS

Thursday, 15 October 2015

17:30-18:15

Curious connections can make huge differences by leading to unexpected collaborative techniques. Jennifer Hommema told how one of her colleagues, a drilling engineer, was on a long transatlantic flight sitting next to a surgeon. They began talking and realized that, despite their different lines of work, they were both solving the same problems. “They were trying to visualize flow in blood vessels and pipes, pumps and hearts,” she said. “The solution to their problems was using each other’s toolkits.”

Using MRI for scanning space rocks

Industries often believe that they have nothing in common with each other, but this encounter led to the creation of a ‘pumps and pipes’ initiative involving the medical, gas and oil, and aerospace sectors. “NASA people are trained to deal with – and solve problems, so this offered an enormous opportunity,” said Joy Kelly. NASA was exploring a piece of moon rock and had drilled a hole to look inside, but with limited success. By using a medical MRI machine, they were able to scan the rock’s interior. Similarly, a surgical team was able to use a space engineering simulator to see how to repair a damaged heart.

The focus of the ‘pumps and pipes’ initiative is:

- Communication: determining the tools needed to solve a problem
- Collaboration: applying cross-over technology
- Education: benefitting from the energy created through collaboration to expand into other areas.



“Robots with extreme dexterity in their hands can provide the tools for doing surgery in outer space.”

Joy Kelly

“Collaboration can drive down the cost of innovation.”

Jennifer Hommema



“Multiple medical devices have enabled us at the Johnson Space Center to do interplanetary science in a much different way,” noted Joy Kelly. The initiative has also helped the oil and gas industry, which often operates in remote locations such as the Arctic, to introduce virtual medical visits. “This is a whole other realm,” said Jennifer Hommema.

From deep-sea welding to landmines

Robotics developed by NASA for outer space can be applied to more immediate needs on planet earth. These include looking for landmines in conflict zones, bringing surgical expertise to parts of Africa where it would prove too costly or difficult, and undertaking marine welding in areas where divers can only work for short periods. An Active Response Gravity Offload System (ARGOS) can effectively test equipment in space or underwater, and also help injured victims learn how to walk again. “Such technologies are opening the doors to the future,” Joy Kelly concluded.



Moderator:

- **Caoimhe Kiely,**
*BIOVIA Vice-President
Marketing, Dassault Systèmes*

Speakers:

- **Amina Bouassoule,**
*Head of Regulatory,
BioSerenity*
- **Anne Goupil-Lamy,**
*Fellow, BIOVIA Science
Council, Dassault Systèmes*
- **Guillaume Kerboul,**
*Life Sciences Business
Consultant Director,
Dassault Systèmes*
- **Mahaut de Villepin-Lambert,**
*Business Process Analyst,
Dassault Systèmes*

DIGITAL HEALTH IS RISING!

By Dassault Systèmes

Thursday, 15 October 2015

17:30-18:15

Big changes are at work in the world of digital health, with new advances in data gathering opening the door to "precision medicine," Caoimhe Kiely said, introducing a team of people specialized in the sector.

We understand biology better than ever before, said Guillaume Kerboul, which is leading to a change in the very mindset of how medicine can work. We can now target the root causes of many diseases, he noted, not just the symptoms. This can be done through genome sequencing and also through harnessing data from sources like social and medical records, he noted.

By processing sequences from all around the world we can build average models, Anne Goupil-Lamy explained, against which people with medical conditions can be compared and the differences in cell characteristics observed.

Digital organs

Data can also be used to build very accurate models of real organs, Guillaume Kerboul said, citing the example of a digital organ that can reproduce both the mechanical and electrical behavior of a heart and can be used to trial treatments, potentially making it faster to put new products on the market. This work requires contracting people from outside traditional medical professions. "In health, we need mechanical engineers, IT specialists, everything," he said.



*We should change the way
we're thinking and the way
we're working.*

Anne Goupil-Lamy

Potentially lifesaving data can be gathered in many ways, said Amina Bouassoule, describing a t-shirt and hat her company has created that are designed to diagnose epilepsy. The t-shirt reduces the need for trips to the hospital, and allows patients to be monitored for longer than they could be at a clinic visit, making it more likely that a seizure will be observed. Unfortunately, current regulations prevent the use of much of this data gathering technology, said Amina Bouassoule.

If this change in the medical mindset is to continue, big companies must learn how to trust, listen to, and actively challenge their younger members, added Mahaut de Villepin-Lambert. Anne Goupil-Lamy agreed. "Trusting young people is really the message," she said.

KEY FIGURES

In an international survey of **16,000** Millennials, **70%** wanted to be entrepreneurs.

There are currently **213** million women operating in new businesses.

*"[Digital organs] could really accelerate putting new products on the market."
Guillaume Kerboul*



Now technologies are adapting very quickly, regulations are not.

Amina Bouassoule

Moderator:

- **Claire Keast-Butler,**
London Partner, Latham & Watkins

Speakers:

- **Angeles Garcia-Poveda,**
Office Managing Partner, Spencer Stuart Paris and co-lead of the EMEA region; board member of French listed company, Legrand
- **Theo Schwabacher,**
The Schwabacher Group at Morgan Stanley, Chair of WomenCorporateDirectors (WCD) for Northern California

WHAT'S ON COMPANY BOARDS AGENDA TODAY?

By Latham & Watkins

Thursday, 15 October 2015

17:30-18:15

Women are still the minority on company boards, but there are steps they can take to improve their chances of earning and maintaining a place at the top table.

The traditional way of selecting board members has been the old boys' network. Women have had to promote themselves by believing in their ability, becoming experts and being recognized for excellence in a particular department.

Women have been reluctant to put themselves forward for board roles, acknowledged Angeles Garcia-Poveda. Part of the problem is that women have not convinced themselves that they can do it. They must dare to say yes to these positions, to sit on committees and to express opinions. "Women are good at influencing and getting agreement," she said.

"Once you make the board, committees are good for you," said Angeles Garcia-Poveda. They offer a natural opportunity to speak at board meetings, and a platform for playing a stronger role.

Five qualities are key when considering people for board positions, explained Angeles Garcia-Poveda:

- Intellect – they must be quick learners who can go deep and fast into new environments.
- Independent thinking – the ability to build consensus but also say what they think.
- Interpersonal ability – they must be capable of building relationships and trust.
- Influencing – understanding that being a director is the art of questioning not deciding.
- Inclination to engage – board matters take up a lot of time.



I am in favor of diversity quotas for the long-list of candidates.
Angeles Garcia-Poveda

Gaining relevant experience will improve your chances of being invited onto boards, said Theo Schwabacher. Family-run companies are a good place to develop boardroom skills. Typically they do not succeed beyond the third generation. A non-family member can help to set up family councils that will establish standards to which the family adheres, and to introduce governance practices. Be prepared for meetings: the aim is to get the board to discuss, resolve and vote on issues, advised Theo Schwabacher.

KEY FIGURES

In the United Kingdom's FTSE 100 companies **26%** of board members are women.

She listed several options for gaining experience suitable for a board position:

- Working in different positions for non-profit organizations
- Making sure your résumé reflects your experience
- Working with start-ups
- Being an angel investor
- Capitalizing on family board experience

"The role of the board chairman is like that of a conductor of an orchestra that does not play together often."
Angeles Garcia-Poveda



Non-executive directors must have a sense of ethics and values that also mesh with the vision of the board.

Theo Schwabacher

Moderator:

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

Speakers:

- **Aline Aubertin,**
*Accessories and Service
Sourcing Manager EMEA,
GE Healthcare System &
President, Femmes Ingénieurs
Association*
- **Veronique di Benedetto,**
*Vice-President France,
Econocom*
- **Iris Dzeba,**
*Executive Director Enterprise
Business Group, Lenovo EAST*
- **Elisabeth Moreno,**
*Director Sales Global Account
Lenovo South Europe*
- **Marie-Claude Peyrache,**
*Co-founder and Co-manager
of the BWP (BoardWomen
Partners) programme*

HOW WOMEN'S NETWORKS ARE DRIVING CREATIVITY, INNOVATION AND SUCCESS

By Lenovo

Thursday, 15 October 2015

17:30-18:15

Building strong networks is important for professional success, but which networks should women choose and what are the best ways to go about it? Drawing on their experiences, panelists provided insights and tips on networking to boost creativity, innovation and professional growth.

For Aline Aubertin, networking is all about sharing best practices to introduce innovative ideas that can be applied at the company. She has worked to make the GE women's healthcare network a valuable resource to different business units within her organization. She aspires to launch the first women's network within the healthcare industry. Marie-Claude Peyrache added that networking is about developing new ways of thinking 'out of the box,' while finding solutions to common problems.

Women's networks versus global networks

Women tend to be more open-minded and are more likely to share challenges around family and career, which is what makes women's networks strong, according to Veronique di Benedetto. "A woman once told me how she tried to launch a business twice and failed both times. I found her story so courageous, I gave her an opportunity within my organization," said Veronique di Benedetto.



Networking and risk-taking are correlated. When you meet new people, you must be prepared to take more risks.

Veronique di Benedetto

While more focused on business, power and social standing, global networks are also important to join because "we can make these clubs evolve. There are many unwritten rules, and we have to change this," said Veronique di Benedetto. No matter what the type of network, the quality of your connections should not be underestimated: "I belong to plenty of networks, but what matters is having people you can count when you need something," emphasized Elisabeth Moreno.

Face-to-face versus social networking

The speakers agreed on the need to combine face-to-face and social networking. Creating a strong network takes time and effort, and face-to-face interactions "are essential to establishing trust. Use any chance to meet people and build relationships before you need help," said Iris Dzeba. Most of the speakers mentioned Twitter and LinkedIn as preferred social networking platforms. Just like in real life, start by adding something of value to the conversation rather than demanding. "The more you give, the more people will come to you so you can build your fellowship," suggested Aline Aubertin.

*"How can we help young women within the company build their networks? Show them what is in it for them: when they network, they improve their professional lives."
Elisabeth Moreno*

*"CEOs kept saying, 'I would like to have women on my board, but I don't know any candidates.' So we helped them. We found women within their own firms, an idea that never occurred to them!"
Marie-Claude Peyrache*

KEY FIGURES

In 2007, women represented just **9.8%** of corporate board members in France. Many CAC 40 companies had no women.

The BoardWomen Partners network has **66** mentees and **32** CEO mentors; **38** of its mentees have gone on to join a corporate board.

*"Don't join a wine club if you don't like wine. Your time is precious, so choose networks that bring you pleasure."
Elisabeth Moreno*

*"Networks bring innovation and success."
Aline Aubertin*

*"From start-uppers to journalists to bloggers, I am astonished by all the great people I have met on Twitter."
Veronique di Benedetto*



Don't be blocked by fear of approaching anybody, no matter how crazy your idea. Be brave and be persistent. Follow your gut and your instinct.

Iris Dzeba

Moderator:

- **Katerina Zherebtsova,**
Brand Communications
Executive, Nike Greece

Speaker:

- **Clare Nutter,**
Analyst, PlanetRetail

WILL DATA-DRIVEN SHOPPING LEAD US BACK TO BRICK-AND-MORTAR STORES?

Friday, 16 October 2015

8:30-9:15

The distinction between online shopping and physical retail is becoming increasingly blurred, with each seeking to harness the advantages of the other to attract customers. Some online retailers – ‘pure-play’ retailers in the jargon – are seeking a physical shopping presence, either by opening their own outlets or by taking space in-store at other retailers. At the same time, traditional retailers are making increasing use of online sales tools, Clare Nutter told the session. In-store retailers are offering ‘click and collect’ services that allow customers to buy online and pick up the goods at a collection point, for example. “You can marry the benefits of online, the choice that you get online, with the ability to collect at your own convenience,” she said.

The Millennial generation is hyper-connected, used to digitalization and highly engaged with retail. The mobile phone is a great source of empowerment, enabling consumers to compare prices and keep up to date with what retailers are doing. Websites and social media offer consumer information that makes for greater transparency. “The modern consumer wants the shortest, most enjoyable route to the market,” Clare Nutter noted. For the ‘instant gratification generation’, this means something “engaging, but quick and easy,” she added.



Smart phones have become the ultimate shopping tool for the consumer. It is easing, enhancing and guiding their shopping journey.

Clare Nutter

Tailored shopping experience

The new technologies also yield massive amounts of information about shoppers to retailers. Although shoppers are increasingly willing to part with this personal information, they expect in return that their shopping experience will be tailored more to their needs. By using 'big data', online shopping outlets can personalize the shopping experience, even creating individual home pages, for example.

Despite the advantages of online shopping, consumers remain attached to the physical store. Surveys show that 43% of shoppers would, by choice, do all their shopping in-store, Clare Nutter said. But they expect the stores to reflect the digital age. Stores are responding, offering such facilities as interactive screens and other devices aimed at guiding and assisting shoppers. Some clothes shops, for example, provide virtual fitting rooms, which allow shoppers to order a different size without leaving the changing room. Others let consumers to browse their inventory online within the store. "We can create a bit of retail theatre by using technology," Clare Nutter said.

The future will see greater use of wearable technology, such as wristwatches, to communicate with consumers. "We are on the brink of what technology can do. We are still at a trial phase," Clare Nutter affirmed.

KEY FIGURES

33% of shoppers use mobile phones to gain more information while out shopping, and **43%** use their mobile phones to compare prices.

The online shopping industry generates **US\$1.5 trillion** a year worldwide.



Moderator:

- **Theo Sowa,**
CEO, African Women's
Development Fund and
Member, Women's Forum
Program Committee

Speakers:

- **Ramona Pierson,**
Co-founder and CEO, Declara

COMING BACK FROM DEATH: A CONVERSATION WITH RAMONA PIERSON

Friday, 16 October 2015

8:30-9:15

In 1984, highly motivated, mission-driven and disciplined United States marine Ramona Pierson went out for her daily 13-mile run. Eighteen months later, she woke up blind, amnesiac, incapable of speech and unable to do anything for herself, having been run over by a drunk-driver.

The accident forced her to problem-solve every metaphorical and literal step of the road to recovery. "Everything was a challenge," she said. Now she can see ways of making systems more efficient all the time – her problem-solving brain never stops.

When she gradually began to emerge from her coma, she was transferred to a senior citizens' home where the seniors undertook to teach her almost as if she were a baby. On going back to college, she found the professors did not want her in the classroom because they did not understand how to communicate in class with a blind person.

Changing the experience of learning

"The most powerful thing that happened was that the professors all had to change the way they taught, and it forced them to think differently about their students," she said. Subsequently, the school found that students who were in a class with Ramona outperformed students who were not in her class. The personalization of learning had deepened the experience of learning.



*We have to create the room
for imagination and creativity.*

Ramona Pierson

These experiences have led Ramona Pierson to question the way children are educated, and develop solutions for improving education systems. Parents were able to see problems with their children's education using a tool showing attendance and assessment data, for example.

Education is too focused on teaching children to pass tests, she said. There is no point teaching children how to perform tasks that will soon be automated. We have to teach children how to learn – and they have to become learners for life.

One of the most important things for a child's development is unstructured play. Through it, children learn how to negotiate and problem-solve with their friends and colleagues. Many children are under increasing pressure from parents and teachers to perform in rigidly controlled settings, but creativity cannot be fostered if there is no informal learning, she argued.

The focus of education should be to teach children how to find solutions for the untaught things they will encounter. Teachers should be facilitators, not dictators, of learning. However, it is very difficult to teach 21st Century skills to teachers when education policy is test-driven, and the teacher's job is at risk if targets are not met, Ramona Pierson concluded.

"To be a life-long learner you have to understand how you learn best. You have to learn how to learn, and think about how you learn. It is not easy, because we are used to pushing information at people, not getting information back about how they are understanding it."

Ramona Pierson

"If we can personalize the content and the connections to other people, we can help people learn more rapidly."

Ramona Pierson



Some of the best innovations are focused on a real problem or need.

Ramona Pierson

Moderator:

- **Lisa Witter,**
CEO and Chief Optimist,
Assemblyfor

Speakers:

- **Allison Glinski,**
Gender and Evaluation
Specialist, International Center
for Research on Women
- **Ajaita Shah,**
Founder and CEO, Frontier
Markets
- **Florence Tercier Holst-
Rones,**
Head of Issues Affecting
Women Program, Oak
Foundation
- **Yasmina Zaidman,**
Director of Strategic
Partnerships, Acumen

HOW GENDER INTEGRATION CAN BOOST ENTREPRENEURIAL SOLUTIONS TO POVERTY

By Cartier Charitable Foundation

Friday, 16 October 2015

8:30-9:15

A common refrain at the Women's Forum Global Meeting is that gender integration can and should be an effective piece of any company's overall strategy. But what is the impact of the gender lens when it is applied by and to social enterprises and their own objectives for impact and change?

The Cartier Charitable Foundation funded a project to answer that question. Carried out by the International Center for Research on Women in tandem with Acumen (a fund for social investment), the project resulted in the report entitled Women and Social Enterprises: How gender integration can boost entrepreneurial solutions to poverty. The report takes a qualitative approach, focusing on six Acumen-funded social enterprises as case studies with the aim of defining best practices. The report concludes with a call to action, and provides a diagnostic tool for firms to evaluate how invested they already are in gender integration, where they can improve, and what are the likely outcomes of such actions.

Bringing contributors together

"Gender integration for social enterprises may mean, for example, taking women customers into account in product design," said Allison Glinski, one of the authors of the report. "This does not mean so-called pink products but rather taking women's situations into account; for example a firm may have to build financing into the product." As a social fund, Acumen comes to the issue from the perspective of social entrepreneurship, which it defines as solving social problems using a business model.



Women proved to be better listeners and more patient problem solvers, which made them better at service after sales, something which was previously missing in our business.

Ajaita Shah

"We are interested in learning more about how to use gender research to deepen our work and make our investments more effective," said Yasmina Zaidman of Acumen.

The philosophy of Frontier Markets is to bring women into its business (selling clean energy to rural villages in India) not to create impact stories but to discover how their skill sets can contribute to the business, said Ajaita Shah. "For example, women proved to be better listeners and more patient problem solvers, which made them better at service after sales, something which was previously missing," she said.

There is still work to do, especially for bridge builders. "We find that researchers or advocates for gender integration on one hand, and corporations on the other hand, are not speaking the same language," said Florence Tercier of Oak Foundation. Even when they invest in empowering women, they often pay no attention to assessing impact or results, and don't follow up on their actions, she noted. "We have been to the women's conferences, we have made the case, and we have a baseline of information and results," argued Lisa Witter. "Now we need to bring people together and get them to put it all into practice."

"Gender integration for social enterprises may mean, for example, taking women customers into account in product design. This does not mean so-called pink products but rather taking women's situations into account."

Allison Glinski

"We have made the case, and we have a baseline of information and results. Now we need to bring people together and get them to put it all into practice."

Lisa Witter

"We find that researchers or advocates for gender integration on one hand and corporations on the other hand are not speaking the same language."

Florence Tercier Holst-Roness



As a social fund we are interested in learning more about how to use gender research to deepen our work and make our investments more effective.

Yasmina Zaidman

Moderator:

- **Courtenay Myers Lima,**
*New York Partner, Latham
& Watkins*

Speakers:

- **Claire Dorland Clauzel,**
*Executive Vice President
Brands and External Relations,
Member of the Group
Executive Committee, Michelin
Group*
- **Marianne Laigneau,**
*Group Senior Executive Vice-
President, Human Resources,
and Member of the Executive
Committee, EDF*
- **Diane de Saint Victor,**
*General Counsel and
Company Secretary and
Member of the Executive
Committee, ABB and NED
Barclays*
- **Su-Yen Wong,**
*Chief Executive Officer, Human
Capital Leadership Institute*

MAKING IT TO THE TOP: ACCELERATING WOMEN'S PROGRESS

Friday, 16 October 2015

8:30-9:15

New laws and agreements governing quotas for women on boards in Europe have been an important step towards greater gender balance, but there is still work to be done. For example, there are no laws governing executive committees.

Before top management will adopt policies and define objectives, Claire Dorland Clauzel emphasized that they "must be convinced that increasing women's presence is good for the company and its performance." Marianne Laigneau agreed, adding that in order for any such policies to be effective, it is "essential to get enough women into the management pipeline" for the executive track as well as technical management positions.

It still seems that women have to work twice as hard as men for the same promotion. Solving this will require a cultural change. The "culture of presence," the tacit requirement to work long hours and always be available, is also deeply ingrained in corporate culture, but is counterproductive. As Diane de Saint Victor pointed out, "a person's ability to enrich a leadership team is diminished if that person is too exhausted to perceive the next big opportunity." Women should fight this for the benefit of all.



Being a leader is not necessarily speaking first, but rather listening to others and taking into account what they have said.

Claire Dorland Clauzel

Building a portfolio

Any top job takes time and effort and entails personal and professional risks. "If you want to be a leader, to be in top management, you have to work a lot. You have to know if that's what you want," said Claire Dorland Clauzel. If a woman hesitates to take a remote assignment because of her family, it may be useful to consider that children who have been expatriates are more flexible and adaptable, critical skills for the future and the world they will live in.

Women wanting to advance should take every opportunity to build a portfolio of skills and experience: be aware, participate in leadership programs and governance training, take inspiration from other companies and industries, and network with women. Su-Yen Wong suggested that, as a starting point, women might "consider getting involved in the boards of nonprofits."

If women change the dynamic of boards, it is because they have different approaches and perspectives. Women may prefer one-on-one dialogue, be better listeners, and be good at conflict resolution. Women can strengthen their confidence and relationships with fellow board members by engaging with them individually outside of meetings. A positive side effect of a woman's presence can be that all interactions become more respectful, improving the quality of dialogue among all board members.

"I'm not a big fan of highly visible, well-conceptualized initiatives, but I truly believe in individual actions that are modest and simple. The nature of my personal and professional life starts with me."

Diane de Saint Victor

"It's not all about work; it's you, your company and your external context. Keep the right distance. Succeed as a whole person."

Marianne Laigneau



It's not just the way you communicate, but how you communicate. How should other people be hearing you so your message gets across? This is a critical lesson.

Su-Yen Wong

Moderator:

- **Christie Hunter Arscott,**
Independent consultant on issues of gender, diversity and millennial integration

Speakers:

- **Jane Griffiths,**
Company Group Chairman, Europe, Middle East and Africa, Janssen Pharmaceutical Companies of Johnson & Johnson
- **Melody Hossaini,**
Founder and CEO, InspirEngage International
- **Seraina Maag,**
President & CEO EMEA, AIG Property & Casualty

LIGHTING MANY FIRES

Hosted by CEO Champions

Friday, 16 October 2015

09:30-10:15

The next generation of women leaders will make its mark as Millennials rise to positions of increased influence and responsibility “At a big company, I need a workforce that is engaged, bright, happy and innovative,” said Jane Griffiths. “These are all qualities of the Millennials.”

They are also characterized by “restlessness,” an entrepreneurial spirit, willingness to challenge the status quo, and the desire to advance. “I like these qualities,” she said. “But as a company I need somebody at home running the business.” One challenge is how to continue to fuel the entrepreneurial spirit while retaining talent in the firm. “The lifecycle of the pharmaceutical sector is extra long, 10-15 years,” she noted.

One strategy involves appealing to younger people’s social awareness. For example, her company allows employees to spend six months working with partners on corporate social responsibility projects, Jane Griffiths said.

Companies can help women advance by striving to change their corporate cultures, said Seraina Maag. “The tone that you set at the top makes a lot of difference,” she explained.

Many young people, especially women, are becoming social entrepreneurs, said Melody Hossaini. This route often emerges from their early volunteer experiences. “You set it up as a business, make a difference, and make money,” she said. “It’s perfect.” She added that “this is changing the dynamics of the business world from competitive to collaborative.”

**Exciting.**

Jane Griffiths,
asked to describe the future
for women leaders in one word

"Change."

Melody Hossaini,
asked to describe the future
for women leaders in one word

The panelists also discussed their own experiences with gender bias. Seraina Maag said she faced more before leaving her native Switzerland, notably when her first daughter was born. Melody Hossaini talked about her experience on the reality television show *The Apprentice*: persistent men were viewed as go-getters while women taking a similar approach would get a B-word label. Jane Griffiths recalled how her entire team was dismantled during an eight-week maternity leave.

The panelists expressed slightly different views about the message sent by what Melody Hossaini called the “confident, feminine and sexy” women at the Global Meeting. Melody Hossaini said that more young women should be exposed to the image of the women of Deauville. But Jane Griffiths rang in with a word of caution. “When I see all of these beautiful, bright women, I find it intimidating,” she said. “Younger women tell me that they could never do what I do. We should not make the position seem so lofty that it becomes difficult to move from admiration to aspiration.”

The women also addressed the question of work-life balance. Jane Griffiths noted that her biggest challenge has been to battle feelings of guilt wrought by a sense that she wasn’t following through completely in any aspect of her life. Seraina Maag recalled that, after she had a baby, a senior colleague told her that she “would have to learn how to feel bad about work” if she had to cut back on her intensity on the job due to family commitments.

KEY FIGURES

While just **16%** of corporate CEOs are women, they account for **40%** of people who run social enterprises.



Bright.

Seraina Maag,
asked to describe the future for
women leaders in one word

Speakers:

- **Claire Martin,**
Vice President, Corporate Social Responsibility, Renault, and Managing Director, the Renault Foundation
- **Maria Seidman,**
Co-founder and CEO, Yapp

INTRAPRENEURSHIP: A NEW MODEL – OR A NEW BUZZWORD – FOR SUCCESSFUL INNOVATION BY LARGE COMPANIES?

Hosted by Renault-Nissan Alliance

Friday, 16 October 2015

11:00-11:45

A 2013 *Harvard Business Review* study revealed that between 70% and 90% of intrapreneurship programs at large companies actually fail. The speakers discussed the reasons for such widespread failure, and what makes intrapreneurship at Renault a success.

Why corporate entrepreneurship fails

First, intrapreneurship is antithetical to corporate culture and goals. Big companies are primarily concerned with achieving profitability, becoming ‘big to bigger’ machines. By contrast, entrepreneurs are creating ‘new to bigger’ machines, noted Maria Seidman. The second reason is that skills sets are very different for corporate employees than for entrepreneurs. Entrepreneurs excel at discovery, disruption, quick management and sometimes even stepping on toes. These traits are not often appreciated at large firms. The corporate framework is the third obstacle. Corporations have a history and data on which to base projections. Entrepreneurs must instead learn as they go and pivot quickly. The fourth reason is premature scale. Intrapreneurs receive funding too quickly, whereas out in the entrepreneurial real world, start-ups must show proof of concept and take other steps to secure seed funding.



Large companies are responsible for developing an ecosystem that is friendly to entrepreneurship within the firm.

Claire Martin

Entrepreneurial success at Renault

Renault has proven that entrepreneurship within big companies is possible. A generalist car company, Renault found it was largely neglecting an important customer segment, those with limited resources. Realizing the importance of mobility for this population, it launched a program aiming to support social entrepreneurs, both within and outside the company, in the mobility sector.

To get a maximum number of employees on board, Renault gave staff the opportunity to participate in funding the program as well as to become mentors to entrepreneurs. "I was convinced this would spur innovation inside the company and help grow the numbers and types of customers we served. Many were skeptical at first, but even sales and marketing got on board and backed one of the initiatives," said Claire Martin.

Renault has taken on seven start-ups and paired them with seven in-house mentors. One project close to going to market is a digital platform that provides driving lessons to reduce the number of hours and costs needed to obtain a driver's license.

The speakers identified several key requirements for entrepreneurship programs undertaken by large firms:

- Higher than average risk-takers
- A climate of confidence
- A willingness to start small at the beginning
- Support from top management

KEY FIGURES

70%-90% of intrapreneurship programs at large companies actually fail.



At corporations, there is history and data to do projections. Entrepreneurs basically have to lie to management, saying 'I know what the future will be,' as any projections they create are based on zero history.

Maria Seidman

Moderator:

- **Nathalie de Baudry d'Asson**,
Founder and Principal, Le Lien Public, and Member, Women's Forum Program Committee

Speakers:

- **Keren Gabber**,
VP R&D, Cytegitic
- **Jean-Paul Paloméros**,
General, former Chief of the French Air Force and former NATO Supreme Allied Commander for Transformation

CYBERSECURITY: MEETING THE GROWING COMMERCIAL AND NATION/INTERNATIONAL SECURITY CHALLENGES

Friday, 16 October 2015

11.00-11:45

Everyone risks being affected by cyber attacks, whether governments, companies, international organizations, civil society, or ordinary people. "The costs are becoming huge and we need to protect ourselves more," said Nathalie de Baudry d'Asson. So what can society do to deal with this constantly growing reality? What are the solutions?

Good guys and bad guys

For Keren Gabber, the cybersecurity industry is not a luxury but a necessity. The reason for this is that technology is changing rapidly with people using it as leverage for themselves or against others. "Everything is becoming digitalized. People are taking these technologies into their businesses and their homes, like cars or electronic devices," she said. A lot of services and processes are going up into the cloud, offering enormous possibilities, but also risks. "Fast development is going to be one of our biggest threats. These devices are not safe enough," she added. Personal and business data can be accessed anywhere in the world, "both by the good guys and the bad guys."



"We need to ask ourselves whether we are safe enough. But we need to ask this now in order to influence the future."
Keren Gabber



There are no borders to cyber threat.

Jean-Paul Paloméros

Jean-Paul Paloméros pointed out that reputation is important, whether for people or institutions, so one needs to protect oneself or one's profile against others. It is vital to educate children, "who have the tools but not the rules." Many do not understand the concept of privacy as one did in the past. "Cyber is both a problem and a wonderful opportunity," he said, but governments, private businesses and individuals need to engage more specifically with the real issues at hand. "We are entering a new world, where we don't have the keys. We need to re-think the digital side and address the root problems."

People must better understand what is behind cyber security and what measures can be taken to reduce risks. These include encrypting data, building skills among women, and striking a balance between security and privacy. "We need to collect data about identities to help us fight cyber attacks more effectively," said Keren Gabber. For his part, Jean-Paul Paloméros did not think greater global connectivity would solve security threats as certain governments are massively involved.

He preferred to focus on more collaborative efforts starting with the millennial generation. "We must fight for our democratic values, but this should be a common cause at the United Nations, like climate change. If we cannot regulate the cyber world we will lose the opportunity," he said.



We have to come up with more creative solutions; not just put up a fence and lock the door.

Keren Gabber

Moderator:

- **Jean-Charles Falloux,**
*Group Director, Digital Media
and Innovation, Les Echos*

Speakers:

- **Ozlem Battal,**
*Vice President, Human
Resources - Europe, Middle
East & Africa, Baxalta*
- **Katrina Fisher,**
*Kashagan Joint Interest
Coordinator, ExxonMobil
Production Company*
- **Emily Heitman,**
*Vice President and General
Manager of Commercial
Operations, Power
Transformers, ABB North
America*
- **Isabelle Schlumberger,**
*Executive Vice President Sales
& Development, JCDecaux*
- **Sandra Sims-Williams,**
*Chief Diversity Officer - USA,
Publicis Groupe*

THINKING BIG ABOUT TECHNOLOGY, ENGINEERING AND INNOVATION

Friday, 16 October 2015

11:00-11:45

Technology's capacity to improve business efficiency and relations within the global community was the subject of a discussion between several women from the highest corporate levels in different industries.

There was a particular focus on advances in the energy sector, with Katrina Fisher noting the benefits of directional drilling both in terms of efficiency and environmental impact, and of new technology that makes it possible to liquefy natural gas, reducing it to one-hundredth of its normal size, greatly facilitating its transport potential.

Emily Heitman noted ABB's developments in kinetic or flywheel technology used to stabilize and store renewable energy. Such advances are perfect for communities stranded from the main grid, Emily Heitman said, and allow for the creation of micro-grids such as the one established by ABB in Marble Bar, a town of 200 in Northwest Australia.

From directional drilling to smart cities

Discussion was steered to the subject of smart cities by Isabelle Schlumberger, whose company JCDecaux created the now ubiquitous bike sharing systems, an initiative she described as the origin of the sharing economy. The future of the world lies in cities, Isabelle Schlumberger said, and cities of the future will be collections of intensely connected hubs, uniting together to form the global village.



*Until technology has fully developed
to store power ... there will always be
a reliance on gas and oil.*

Emily Heitman

Significant advances in healthcare are also being made through use of the global village, Ozlem Battal added, particularly regarding peoples' ability to consult big data in order to self-diagnose and make their own decisions about treatment.

A note of caution was sounded by Sandra Sims-Williams, who wanted to know what the global village would do for people not living in cities or for the 43% of the world's population not connected to the

Internet. "There are people who stay in their little silos," she said. "How can we show them the world outside their silos?"

ExxonMobil is working towards building the global village wherever they have operations, Katrina Fisher said, citing the growth in Kazakhstan around their work sites. The company pushes both healthcare and education initiatives wherever it works.

KEY FIGURES

50% of the world's population lives on **2%** of the globe. This statistic is on track to be **60%** by **2030** and **65%** by **2040**.

80% of the global economy by **2030** is set to come from just **600** cities.

Currently, only **57%** of the world has access to the Internet.

"We must be more mindful about how the Internet is utilized."
Sandra Sims-Williams

"The digital world facilitates physical interaction between people."
Isabelle Schlumberger

"Technology gives caregivers more decision-making power."
Ozlem Battal



*Everywhere we are,
we look to contribute.*
Katrina Fisher

Speaker:

• **Rania Rostom,**
Chief Innovation and
Communications Officer, GE
Middle East, North Africa &
Turkey

THE FUTURE OF WORK IN MENAT

By GE

Friday, 16 October 2015

11:00-11:45

In the drive across the Middle East to transition from an oil-based economy to a knowledge-based economy, technology is revolutionizing the entire process. Rania Rostom dove into the ways that GE is helping businesses in the MENAT (Middle East, North Africa and Turkey). She described the company's business model as one utterly committed to disruption and relentless experimentation – focused on identifying what the world needs and then building it, and creating an open-source and collaborative environment. Enabling disruption is not just a service GE offers clients, according to Rania Rostom. Rather, it is the guiding principle of the corporation. "If we don't disrupt ourselves, someone else will do it for us."

The value of disruption

As a result, the regional supply chain has become faster, vastly more efficient and resilient, and can handle near-infinite customization. However, Rania Rostom maintains that this is just the beginning, and several key GE initiatives are driving the quest for disruption.

The Brilliant Factory brings together GE's main stakeholders, including design engineers, customers, technicians and managers, etc, into one holistic system. GE is testing the concept on 20 factories and intends to have all its factories worldwide become Brilliant Factories by 2017.

GE is also doubling down on open innovation and crowdsourcing. "This ensures that we can keep tapping the brightest minds in the world," noted Rania Rostom. "It is already creating interesting relationships between employees and employers. Employers have broader access to a wider talent pool and talent has more opportunities."



*If we don't disrupt ourselves,
someone else will do it for us.*

Rania Rostom

The Industrial Internet is an important area of focus, as GE estimates that by 2020 50 billion machines will become interconnected. Engines will be tweeting one another, for example, in a revolutionary move from a "break and fix" model to a "prevent and predict" model, explained Rania Rostom.

Another exciting initiative is Predix, the first and only cloud-based operating system, which GE just made open-source. Predix could eventually save US\$150 billion – from sectors outside the ones they are operating in – that could be shared with its customers.

GE has also built collaborative customer innovation centers, instead of building proprietary centers – engaging clients, policymakers, academics, engineers from various sectors, and others to work collaboratively. The company can now ask a customer to identify a problem and offer cross-solutions from various sectors. "We are all partners in the process and we are seeing amazing results."

Anecdotally, Rostom points out that the open-source and collaborative business model is making it easier for women to participate in this latest industrial revolution: "It is based on knowledge, and knowledge has no gender."

KEY FIGURES

By **2020**, **50 billion** machines will become interconnected and talk to or tweet each other.

By **2017**, all GE factories worldwide will be Brilliant Factories.

Predix, GE's cloud-based operating system, could eventually yield **US\$150 billion** in savings in other sectors, which could be shared with its customers.



*Knowledge has
no gender.
Rania Rostom*

Moderator:

- **Lisa Witter,**
*Founder and Chief Optimist,
Assemblyfor*

Speakers:

- **Caroline Brac de la Perrière,**
*Executive Director,
Mediterranean Women's Fund*
- **Kelly Verdade,**
*Executive Director, Fundo
ELAS*
- **Marissa Wesely,**
Coordinator, Win-Win Coalition

DISCOVER A NEW MODEL FOR CROSS-SECTOR COLLABORATION FOR WOMEN AND GIRLS

By the Win-Win Coalition

Friday, 16 October 2015

11:00-11:45

While new institutions are investing more in women and girls than ever before, this money often goes to individuals rather than the women's rights groups whose efforts can proportionately help far more women. Yet the income of these groups, with a median of only US\$20,000 per year, is lower than that of other international organizations that empower change.

One way to help empower women's rights organizations is to bring them together with other sectors. That is the goal of the recently founded Win-Win Coalition, a cross-sector network of corporations, corporate foundations, private foundations, women's funds and women's organizations. The coalition is a platform "to share knowledge, strategies and information on how to empower women in the most effective way for business and for women," said Marissa Wesely. "Ultimately the goal is to build some real robust data on the impact of these different kinds of programs," she added.



"The most important thing to do initially is to build relationships, get out of silos, break down the 'language barriers' between women's groups working on the ground...."
Marissa Wesely



We were able to use the power of the biggest media corporation in Brazil.

Kelly Verdade

One example of cooperation is the Mediterranean Women's Fund. "We decided to start a women's fund because we were in a woman's organization defending women's rights. We understood that we needed more money for women's rights and needed also to empower women's rights activities," said Caroline Brac de la Perrière. When the group approached corporate foundations, they discovered that the foundations were interested in providing grants for the work they were already doing in raising young women's self-esteem and giving them leadership training.

In Brazil, a country where violence of all types, especially against women, is a severe problem, Fundo ELAS partners with corporations to invest in women's rights and empowerment. One of its great fundraising and public awareness successes was bringing its Brazil Against Violence campaign to the annual Brazilian Day street festival in New York in September 2015, in collaboration with the Brazil Human Rights Fund, backed by the Ford Foundation and with the participation of the Brazilian television network Rede Globo. "We were able to use the power of the biggest media corporation in Brazil" to gain wide exposure for the campaign, said Kelly Verdade.

KEY FIGURES

The median income of women's rights organizations is only **US\$20,000** per year.

In Brazil, one woman is killed every **1.5** hours.

By the year 2028, women will control nearly **75%** of discretionary spending worldwide (World Bank, *Expanding Women's Access to Financial Services*, 2014)

"There's no template. Every relationship [with corporate partners] has to be customized."

Lisa Witter



We need to find money to feed the women's movement.

Caroline Brac de la Perrière

Speakers:

- **Laure Kaltenbach,**
*Managing Director, Forum
d'Avignon*
- **Sarah Perez,**
Senior Manager, Kurt Salmon

HOW CAN THE CULTURAL SECTOR BEST RESPOND TO THE CHALLENGES OF THE DIGITAL AGE?

By Kurt Salmon

Friday, 16 October 2015

11:00-11:45

A study about cultural institutions in the digital age prepared by Kurt Salmon, a global consultancy, for the Forum d'Avignon, a French think tank, revealed that consumer behaviors and expectations engendered by online commerce have seeped into the world of culture. The findings showed that overall the 4,000 individuals polled in China, the United States, France and the United Kingdom expect the same level of service, support and immediacy that they find in other realms of the economy.

“Are [cultural institutions] prepared? In part, yes,” said Sarah Perez. “They got into digital early, and they have been innovative.”

The poll showed that many consumers feel that they cannot find the right information to help them make choices among what seems to be a plethora of cultural options. Many resort to online crowdsourced reviews for recommendations – a new trend, according to Laure Kaltenbach.



*If you think culture is a cost,
try ignorance.*

*Laure Kaltenbach,
citing a popular saying*

Consumers want the same amenities that they have grown accustomed to in other parts of the online economy: things like loyalty programs, discounts and e-tickets. Survey respondents also said that they would often be prepared to pay extra for customized or personalized cultural content. “This could have a massive impact,” said Laure Kaltenbach, especially in light of the losses that cultural industries have incurred due to digital piracy. “Ten years ago there was no way that anyone would pay for a subscription,” she added, for example to a theater or museum program.

Most people said they do not want additional content while watching something like a TV program. They might want an app that would allow them to extend the experience in some way, but they want it on demand and on a full-range of devices.

The lesson for cultural institutions is that they have to adapt to the mindset of the digital world. This would include openness to trying new things and ‘test and learn’ initiatives. Marketing, especially digital marketing, must cease to be a taboo subject. Finally, cultural institutions should pursue multifaceted funding efforts instead of sticking to a single model.

KEY FIGURES

63% of respondents said they would like the chance to extend their cultural experience with additional online content.

83% expect amenities, such as discounts, online.

66% said they used online crowdsourced recommendations when deciding on what to do, see or read.

39% admitted to being ‘e-lost’ (not finding sufficient quality information) when trying to decide what to do, see or read.

Cultural activities account for **6.1%** of GDP in Europe.

Cultural activities account for **14 million** direct jobs in Europe.



People hate queuing at museums, and they are saying so. Ten years ago they did not say that.

Laure Kaltenbach

Speakers:

- **Arantxa Balson,**
HR Chief Officer, AccorHotels
- **Fanny Benedetti,**
*Executive Director, French
National Committee, UN
Women*
- **Sophie Stabile,**
*Chief Executive Officer,
HotelServices France,
AccorHotels*

OUR WAY OF EMPOWERING WOMEN IN THE WORKPLACE AND SOCIETY

Friday, 16 October 2015

11:00-11:45

Empowering women in the workplace requires a complete transformation of mentalities. This is particularly challenging in the hospitality sector where women represent the majority of graduates, but hold a small minority of positions as hotel managers. The panelists stressed that gender equality and women empowerment can only be achieved by engaging both men and women at all levels in the company.

Implementing parity through concrete measures

From the time it was created in 2010, “UN Women has maintained that the private sector must be a central partner to move towards gender equality,” said Fanny Benedetti. AccorHotels seeks to achieve a comprehensive shift in how employees think about women in the workplace by leading by example. The company’s chairman and CEO Sébastien Bazin decided to champion the HeforShe movement coined by UN Women in 2014. Moreover, by 2016 the company aims to have 35% of its male employees involved in efforts to reach parity.



“We are fighting for gender equality. But a fight doesn’t mean a war. Dialogue is the way forward.”
Arantxa Balson



It is absolutely key for men to partake in this effort to achieve parity.

Sophie Stabile

To increase the number of women in leadership positions, AccorHotels aims to double the proportion of women in country COO positions by 2020 and triple the proportion of women on the executive committee by 2018. Women are also encouraged to apply for training programs intended for aspiring general managers. “Scouting out talent is not an easy task,” said Sophie Stabile, who became the first woman to join the company’s executive committee in 2010. In countries like France, where there is a high sense of hierarchy, reaching out to women further down the ladder can be an arduous process. Arantxa Balson agreed that it takes a very proactive attitude to find promising young women who are not always put in the limelight. “But it is necessary to detect talent as early as possible,” she insisted. Starting at the hiring process, AccorHotels pledges to always shortlist both men and women.

Fanny Benedetti underlined a more prosaic reason why companies should include more women in the workplace, especially in managerial positions. “The data shows that gender equality is linked to profitability,” she noted. “This should be a strong incentive for businesses to achieve parity – though hopefully it is not the only one!”

KEY FIGURES

46% of AccorHotels employees are women.

AccorHotels has undertaken to close the pay gap for its **180,000** employees by 2020.



“We are facing a huge transformation in the workplace. As women reach for the freedom to speak up and to act, they are inverting the pyramid.”

Arantxa Balson

The private sector must be a central partner to move towards gender equality.

Fanny Benedetti

Speakers:

- **Cécile Monteil**,
Medical Affairs Director,
Ad Scientiam
- **Geneviève d'Orsay**,
Chief Medical Officer, Voluntis

MEET AND MINGLE WITH THE START-UPS

By Dassault Systèmes and Roche

Friday, 16 October 2015

11:00-11:45

Medical technology start-up firms face the fundamental issue of bridging the culture and communication gap between the established medical world and the fast-paced, evolving world of digital technology. The latter breeds entrepreneurial initiatives, and caregivers can certainly benefit from the digital revolution, but bringing the two together is anything but automatic.

When Geneviève d'Orsay created the medical affairs department at a large pharmaceutical company she was one of a handful of physicians in the industry. Even today, as the medical officer at a ten-year-old medical technology firm, her role often triggers curious reactions by visitors or clients. The only woman on a staff of 100, she sees her role as bringing people together to create medical value. Her company pioneered mobile phone apps for patient monitoring at home, and one early problem they encountered was patient indifference until they saw a benefit, such as breast cancer patients feeling more connected, or patients experiencing reduced symptoms.



"The goal of digital innovation is to allow physicians to spend less time facing a screen and more time talking with patients."
Cécile Monteil



Medical sensibility is now considered a plus in the private sector, although we still meet with pharmaceutical companies who wonder what is this firm that has both geeks and a medical officer.

Geneviève d'Orsay

Physicians' indifference is another obstacle. As a medical student Cécile Monteil was surprised by the gap between the medical and digital worlds. After residency she joined a brand-new firm, Ad Scientiam, whose two founders were looking for a doctor to round out their engineering vision. As the medical officer in a firm specializing in medical mobile apps, Cécile Monteil's big challenge has been to win over practising physicians to the digital revolution. "Doctors have too many jobs to perform in addition to patient care," said Cécile Monteil. "When we design digital tools to reduce their workload, they are easily convinced." As for patients, "when you are sick you are vulnerable, and you want the assurance of a doctor's care and not an algorithm," noted Cécile Monteil. The role of medical officers in firms is to reorganize healthcare to make it more not less patient-centered.

Looking ahead, med-tech start-ups are mindful of the gigantic players who cast a long shadow over the digital landscape. While entrepreneurs admit that the dream hardwired into every start-up is to sell the firm, they also know that personalized patient care is not what the Internet giants are best at. "For the moment we are still smarter and quicker at what we do than Google could be, and that's what counts," commented Geneviève d'Orsay. But both of these physician/entrepreneurs agreed that the ethical issues embedded in the urge to cash in call for reflection.



*"The goal of digital innovation is to allow physicians to spend less time facing a screen and more time talking with patients."
Cécile Monteil*

*When you are sick you are vulnerable,
and you want the assurance of a
doctor's care and not an algorithm.*

Cécile Monteil

Moderator:

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

Speaker:

- **Wided Bouchamaoui**,
President, UTICA, and 2015
Nobel Peace Prize Laureate

INTERVIEW WITH WIDED BOUCHAMAOU, 2015 NOBEL PEACE PRIZE LAUREATE

Friday, 16 October 2015

12:00-12:25

The 2015 Nobel Prize has been awarded to the Tunisian National Dialogue Quartet. "Everybody is standing up to cheer and applaud Tunisia and your courage," said Jacqueline Franjou, as she introduced a live telephone conversation with Quartet member Wided Bouchamaoui.

The quartet of the Tunisian General Labor Union (UGTT), the Tunisian Confederation of Industry, Trade and Handicrafts (UTICA), the Tunisian Human Rights League (LTDH) and the Tunisian Order of Lawyers was formed in July 2013 following the assassination of opposition leader Mohammed al-Brahimi.

Tunisia is the only country where democracy is working following the Arab Spring because the values of its people – peace, tolerance, openness towards others – allowed Tunisia to carry out a process that while very difficult was proof of the Tunisian sense of citizenship, explained Wided Bouchamaoui.

International support to foster change

Winning the Nobel Prize places a responsibility on the Tunisian political class and institutions, and the international community to support the democratic process. Economic success is a key element, and depends on access to investment, to jobs and support from partners, she said.



"Now that we have succeeded in the Democratic transition, we must succeed in the economic transition."
Wided Bouchamaoui

The Nobel Peace Prize is recognition of all the work of Tunisian women as well as the work of the Tunisian youth.

Wided Bouchamaoui

Wided Bouchamaoui acknowledged that there are structural problems in the Tunisian economy, but the country was working on the necessary reforms. Although unemployment is very high, that is offset by the size of the parallel economy. Government spending has fallen but private investment continues. However, it is not enough – the country needs help from abroad, she said. “We really need foreign investors to step up.”

Women have played an important role in keeping the country on the path of democracy. They work in every sector. There are no obstacles, no differences; the emancipation of women has been demonstrated by the large percentage of women in parliament and in high positions.

Tunisia suffered two deadly terrorist attacks in 2015; but the country’s democracy is strong enough to survive this, and Wided Bouchamaoui appealed for more help from the international community. “Democracy is young here and we have to work to save it.”

Concluding the session, Jacqueline Franjou announced her intention to hold a Women’s Forum Meeting in Tunisia in September 2016 with the theme “We must succeed.”



“The Tunisian woman is a model and she has proven this through the love for her country and the love for work, and her capacities and qualities.”

Wided Bouchamaoui

We need young people to be entrepreneurial, but they need democracy and access to credit and that is what we want to work on.

Wided Bouchamaoui

Session leader:

- **Catherine Cook,**
Co-founder, MeetMe

Speakers:

- **Sébastien Bazin,**
CEO, AccorHotels
- **Mari-Noëlle Jégo-Laveissière,**
Senior Executive Vice President, Innovation, Marketing and Technologies, Orange
- **Inès Le Bihan,**
Industrial designer
- **David Mata,**
Founder and CEO, PYNK Systems
- **Jessica Sanchez,**
Director of Business Development, Little Steps

NEW LEADERS FOR A NEW WORLD?

Friday, 16 October 2015

12:25-13:10

In today's business world, which seems to move forward at lightning speed, leaders of established companies are taking lessons from start-ups to avoid missing out on the action, while leaders of up-and-coming businesses are living in their own brave new world.

For the three representatives of the younger generation at the session, leadership is more a state of mind than a 'follow-me' attitude. "Leadership is much more," said Jessica Sanchez. "It's not having your head down. It's being brave, wanting to do creative things. It's a process."

The situation of leaders of established companies and start-ups is very different, however, as Sébastien Bazin pointed out. "When you started your companies," he said to the younger members of the panel, "you started with a blank sheet of paper. I'm starting with 60 years of processes, layers of decision-makers, habits, culture..., all of which means that my agility is very different from yours. Before I move in a different direction, I need to explain to my people why."

For Mari-Noëlle Jégo-Laveissière, working for a company with a long culture and history is also a strength for a leader. "We need to build on that while moving on. We don't need to stay with it as it is." The important thing is to ensure that the whole team is involved, she said.

Tough competition from new players

Inès Le Bihan, who works with a small company dealing with connected products, noted that she and her small team always have to move fast to keep up. "Aren't you afraid of missing the train?" she asked the two representatives of older companies, Sébastien Bazin and Mari-Noëlle Jégo-Laveissière.



I'd rather be an 'old' leader than a 'traditional' leader.

Mari-Noëlle Jégo-Laveissière

“Yes, we missed the last train,” said Sébastien Bazin, “but we won’t be missing the next one!” His hotel group has been strongly impacted by new businesses like Airbnb. To ensure that there won’t be future surprises, he listens to the ideas of young people who make up the majority of his employees. “Making predictions is not as easy when you are 50 as when you are 25,” he said.

When it comes to dealing with rapid-fire changes and new competitors, said David Mata, “we young leaders are facing the same challenges without the experience in management that you have.” His workspace company has already had to make many changes in response to evolution in the marketplace. For him, flexibility is the key.

Infusing the start-up mentality into a corporation by creating in-house start-ups and incubators, as Sébastien Bazin has done, is one way to keep up, he said, but it is not enough.

Assuming high risk

On the question of whether start-ups are careful enough with their investors’ money, there were two points of view. One audience member, a banker who invests in start-ups, felt that they often casually run through money in a way that is disrespectful to their investors.

The response from the younger generation was that investing in a start-up means assuming high risk. “I don’t think it’s irresponsible,” said David Mata. “Most start-ups fail,” said Inès Le Bihan. “We have to move fast, and that means taking risks. Sometimes it doesn’t work, but that doesn’t mean we don’t respect investors.”

KEY FIGURES

60% of new university graduates in France want to join a start-up; only **40%** want to work for an established corporation.

“Everyone in my team has a voice.”
David Mata

“I think established companies and entrepreneurs should come together and find better strategies and not act selfishly.”
Jessica Sanchez

“Start-ups have to move fast, and that means taking risks.”
Inès Le Bihan



We missed the last train, but we won't be missing the next one'
Sébastien Bazin

Speaker:

- **Clara Gaymard,**
President, Women's Forum for the Economy & Society, and President & CEO, GE France

LOOKING TOWARDS 2016

Friday, 16 October 2015

13:10-13:15

Clara Gaymard delivered the closing speech to the Women's Forum Global Meeting 2015 to rapturous applause. "I asked of you to take care, to listen, to share, to dance ... and we did," said the President of the Women's Forum for the Economy & Society. "Now it's time to go back home and take care of our jobs, our families, our responsibilities." She then read a number of choice quotes from Twitter that represented some of the key takeaways from the 2015 event.

"Ignorance is a new form of competitive advantage," ran one of the quotes. "The less you know about a subject, the more disruptive you can be."

"Somebody needs to do something," went another. "Well, you are somebody."

The President of the Women's Forum also read the quote, "You can be feminine and still be kickass in business."



I asked of you to take care, to listen, to share, to dance ' and we did. Now it's time to go back home and take care of our jobs, our families, our responsibilities.

Clara Gaymard

A shared responsibility

Clara Gaymard concluded her list of quotes with, "It is a responsibility to give back and to inspire." This, she said, is what the Women's Forum is all about.

The Women's Forum President mentioned the forthcoming events in Dubai, Mexico and potentially Tunisia and Mauritius.

Finally, Clara Gaymard thanked the team who had made the Women's Forum Global Meeting possible. "Thanks to you, this has been a great, great, great, great event," she said, calling on the audience to give a standing ovation.



PREMIUM PARTNERS



www.orange.com

Company profile

Orange is one of the world's leading telecommunications operators with sales of €39 billion in 2014 and 154,000 employees worldwide at 30 June 2015, including 97,000 employees in France. Present in 29 countries, the Group has a total customer base of 248 million customers worldwide at 30 June 2015, including 190 million mobile customers and 16 million fixed broadband customers. Orange is also a leading provider of global IT and telecommunication services to multinational companies, under the brand Orange Business Services. In March 2015, the Group presented its new strategic plan "Essentials2020" which places customers' needs at the heart of its strategy with the aim of allowing them to benefit fully from the digital universe and the power of its new generation networks.

Reasons for partnering

At Orange, we have taken great pride in our partnership with the Women's Forum Global Meeting over the past eleven years. We are strongly committed to encouraging women's leadership development and ensuring diversity in our company, and are convinced that digital technology is an opportunity for women.

The Orange Fondation is committed to promoting women in the economy and society and, together with the Women's Forum, created Women for Change. For the third year, we'll be awarding dynamic and dedicated women who are actors of change for the empowerment of women, and give them the resources to expand their initiatives in education, health and women's rights.

As a committed innovative digital actor, Orange seeks to explore the impacts of digital developments on all dimensions of human life. This has led us to create the Digital Society Forum, an open collaborative platform meant to give people tools to gain better insights into our digital lives.

Feel free to stop by, meet our people and join our sessions to discuss how digital can energize our world.

PREMIUM PARTNERS



blog.alliance-renault-nissan.com

Company profile

The Renault-Nissan Alliance is a strategic partnership between Paris-based Renault and Yokohama-based Nissan. In 2014, the Alliance sold a record 8.5 million cars in 200 countries – one in 10 cars worldwide. Brands include Renault, Dacia, Renault Samsung, Nissan, Infiniti, Datsun, Venucia and Lada. The Alliance is the auto industry's leader in sustainability and has sold more zero-emission vehicles than all other automakers combined.

Reasons for partnering

The Renault-Nissan Alliance is the auto industry's leading champion of gender equality. Having a diversified workplace where everyone gets opportunities for career advancement ensures the biggest possible talent pool for the Alliance, which ultimately drives profitability. Through its Declaration of Employees Fundamental Rights, Diversity Charter, Agreement on Professional Equality and career development programs for women, the Alliance remains fully committed to equal opportunities for its global workforce.

GOLD PARTNERS



www.aig.com

Company profile

American International Group, Inc. (AIG) is a leading international insurance organization serving customers in more than 130 countries and jurisdictions. AIG companies serve commercial, institutional and individual customers through one of the most extensive worldwide property-casualty networks of any insurer. Within Europe, Middle East and Africa (EMEA), AIG is proud to offer innovative and tailored products and solutions to customers in 47 countries.

Reasons for partnering

As a founding partner of the Women's Forum for the Economy & Society since 2008, AIG remains committed to the ethos of Deauville, which encourages debate on the key issues surrounding the contribution of women to society, and focuses on innovative plans to promote a more egalitarian environment for women and men in the corporate world. AIG's partnership with this year's Forum is once again supported by a delegation of senior leaders, including Seraina Maag, President and CEO, EMEA, who will participate in the CEO Champions Initiative. Diversity is an important cornerstone of AIG's values, and defines both our organisational culture and our commitment as a global employer. As AIG's most geographically and culturally diverse region, EMEA has 7,400 employees from over 60 ethnic groups, speaking over 80 languages. We believe that AIG's commitment to diversity in the workplace makes AIG a strong catalyst for change over the long-term.

GOLD PARTNERS

Cartier

www.cartier.com

Company profile

Founded in 1847 by Louis-François, Cartier is one of the world's most esteemed houses of luxury, designing and manufacturing exclusive collections of fine jewellery, wristwatches, prestige accessories and perfumes, distributed through close to 300 Cartier boutiques all over the world. Social responsibility has governed Cartier's ethics from the start heading to the co-foundation of the Responsible Jewellery Council in 2005. The Maison also nurtures a strong tradition of philanthropy through the Fondation Cartier pour l'Art Contemporain and, more recently, the Cartier Charitable Foundation dedicated to improve the livelihoods of the most vulnerable populations.

Reasons for partnering

Over the years Cartier has pioneered styles, trends and creations, and brought women the excellence of its unique craftsmanship and incredible quality of its products. Cartier admires and respects women, who form the majority of its clients, over 50 per cent of its workforce and the impulse behind many of its creations.

A founding partner of the Women's Forum, Cartier is proud to organize the Cartier Women's Initiative Awards, an annual business plan competition that celebrates innovative women entrepreneurs from all over the world. In nine years, the Awards have lent support to over 150 women entrepreneurs and recognize their leading role in all aspects of life.

www.cartierwomensinitiative.com

This year the Cartier Charitable Foundation joins in to emphasize the importance of empowering women socially and economically so that they can bring about positive change and take control of their destinies.

GOLD PARTNERS



www.deloitte.com

Company profile

Deloitte is an organization of member firms around the world which provides professional services and advice in nearly 150 countries. With 225,000 people worldwide, Deloitte delivers services in audit, tax, consulting and financial advisory — and serves most of the world's largest companies, as well as large national enterprises and public institutions. In France, Deloitte employs 9,400 professionals on diversified expertise to meet the challenges of its clients of all sizes from all industries. Deloitte serves 4 out of 5 Fortune Global 500 companies.

Reasons for partnering

The *Women in Media* initiative is a unique opportunity to contribute to women empowerment in their media monitoring and therefore to increase their role in the business world and its evolution.

Deloitte is highly involved worldwide and in France in closing the gender gap. In France, as part of the *Capital Féminin* program, Deloitte encourages the emergence and access of women to leadership positions.

GOLD PARTNERS

JCDecaux

www.jcdecaux.com

Company profile

JCDecaux is the number one worldwide in outdoor advertising and self-service bicycle hire. The only pure player worldwide active in the three segments of the outdoor advertising industry (street furniture, transport advertising, and billboard advertising), the Group has generated revenues worth a total of €2,813 million in 2014.

JCDecaux has played a major role in shaping cities for more than fifty years. It all started with a simple idea: to provide cities with street furniture free of charge in exchange for exclusive advertising rights. This business model still shapes JCDecaux's core business of outdoor advertising. In 2032, 61% of the world's population will live in a city, compared to 52% in 2012. To match the needs of this increasingly urban and mobile population, JCDecaux's goal is to invest in Research and Development to design "multi-functional" and smart street furniture, and to constantly anticipate what kind of products can play in an urban environment - their uses, potential, but also visibility and accessibility across the board.

Reasons for partnering

Energizing the world, crafting the future and addressing people's needs are supported every day by our 12,300 people in more than 70 countries around the world. Thus, JCDecaux is naturally a partner of the Women's Forum.

GOLD PARTNERS

McKinsey&Company

www.mckinsey.com

Company profile

McKinsey & Company is a global management consulting firm, deeply committed to helping institutions in the private, public and social sectors achieve lasting success. For over eight decades, our primary objective has been to serve as our clients' most trusted external advisor. With consultants in more than 100 offices in 60 countries, we bring unparalleled expertise to clients across all relevant industries and functions, anywhere in the world. We work closely with teams at all levels of an organization to shape winning strategies, mobilize for change, build capabilities and drive successful execution.

Reasons for partnering

For many years, McKinsey & Company has made gender diversity a priority. Over the past ten years, we have launched major internal initiatives to develop women as leaders, and more recently "All in", which brings men and women together to make of our firm a place where the world's most talented women can have a long and successful career. We also regularly publish our "Women Matter" series of reports, to support women in business and the economy. This has made us a natural partner of the Forum since the beginning. This has also led us to play an active role in the Cartier Awards and to become the knowledge partner of the CEO Champions initiative. This year, the Forum offers a great opportunity to reflect on how all stakeholders, men and women, public, social, and private sector, can work together to drive broad social and economic change that will make the world more equal, unlock the economic potential of women, and drive growth.

GOLD PARTNERS



www.sanofi.com

Company profile

Sanofi is a global healthcare leader that discovers, develops and distributes therapeutic solutions focused on patients' needs. Sanofi has core strengths in diabetes solutions, human vaccines, innovative drugs, consumer healthcare, emerging markets, animal health and Genzyme (rare disease and multiple sclerosis). With more than 110,000 employees in 100 countries, more than 20 R&D sites worldwide and 107 industrial sites in 40 countries, Sanofi acts to protect health, enhance life and respond to the hopes and potential healthcare needs of the 7 billion inhabitants around the world.

Reasons for partnering

Our continued support of the Women's Forum is a demonstration of Sanofi's corporate social responsibility and its commitment to gender equality and diversity. Our participation exemplifies the importance we place on a gender balanced talent pool and acknowledges Sanofi CEO Olivier Brandicourt's belief that a diverse workforce at all levels of the organization is a key contributor in shaping and fulfilling our company mission. Sanofi male and female delegates will draw on the Forum's fresh perspectives on contributing to more equitable societies, using this energy to offer new insights within our company. They join prior Sanofi delegates in sustaining the momentum of our diversity strategy and efforts to promote gender balance in our workplace.

GOLD PARTNERS



www.sodexo.com

Company profile

Since 1966, Sodexo, world leader in Quality of Life Services, has acted as a strategic partner for companies and institutions that place a premium on economic performance and employee well-being. Sharing the same passion for service, Sodexo's 420,000 employees, in 80 countries around the world, design, manage and deliver an unrivalled array of integrated services. Sodexo promotes the fulfillment of its employees and contributes to the economic, social and environmental development of the local communities in which it operates.

Reasons for partnering

Sodexo has long given high priority to gender balance and the advancement of women at every level of the organization. In five years, the percentage of women in top management has risen from 17% to 23%, with an objective of 25% in 2015. Our commitments to women have been recognized by numerous awards and recognitions: for example, we are the only company to rank in the top two in DiversityInc's Top 50 for five consecutive years.

We have collaborated with the Women's Forum since 2007 and today we are proud to be part of the Singaporean Delegation in order to further the dialogue on gender equality in business.

SILVER PARTNERS



Power and productivity
for a better world™

www.abb.com

ABB is a leader in power and automation technologies that enable utility, industry, and transport and infrastructure customers to improve their performance while lowering environmental impact. The ABB Group of companies operates in roughly 100 countries and employs about 140,000 people.

With more than 140 nationalities represented, ABB prides itself on the diversity of its work force, which it sees as a key competitive advantage. We need talented women from all over the world and we develop their talents regardless of race, religion and ethnicity in an environment where they can develop as professionals and as individuals. ABB is proud to partner the Women's Forum and to support women in technology.



www.accorhotels-group.com

AccorHotels, the world's leading hotel operator, is present in 92 countries with more than 3,700 hotels and 480,000 rooms. Our brand portfolio – Sofitel, Pullman, MGallery, Mercure, Mama Shelter, Novotel, Suite Novotel, Adagio, Ibis, Ibis Styles, Ibis Budget and HotelF1 – covers all market segments from luxury to budget. These brands are modern, innovative, blending our French origins with the very best of local cultures. We see ourselves as a natural partner for the Women's Forum with 46% of women among our 180,000 employees and over 20 million women that are welcomed each year in our hotels over 5 continents. Every day, we work to satisfy their aspirations and to facilitate their stays.

SILVER PARTNERS



www.airbusgroup.com

Airbus Group is built on Diversity in all its forms, and harnessing the benefits of what this can bring in terms of innovation, creativity and performance is a key priority for the company to sustain our competitive advantage and keep us agile in this ever changing environment. Developing female talent within the Group is an important axis of our strategy in the war for talent and actively contributes to the Group's promotion of cutting-edge technologies and scientific excellence to contribute to global development and to building a more equitable world. Partnering with the Women's Forum allows Airbus Group to share its best practices and learn from industry partners and other stakeholders.



www.altran.com

Global leader in innovation & high-tech engineering consulting, Altran accompanies its clients in the creation & development of their new products & services. Altran has been providing services for over 30 years to key players in the Aerospace, Automotive, Energy, Railways, Finance, Healthcare & Telecoms sectors. With 24,000 employees, Altran operates in more than 20 countries. Sponsor of the Creativity Lab, Altran intends to inspire women leaders and share valuable insights on today's hot topics of open innovation and crafting the future of work. For the fourth year, Altran will promote the power of diversity as a clear enabler for stimulating innovation and enhancing business performance.

SILVER PARTNERS

august & debouzy **avocats**

www.august-debouzy.com

Founded in 1995, August & Debouzy has grown into a leading French business law firm with 120 lawyers, including 29 partners, offering its clients a comprehensive range of legal services. August & Debouzy has always accorded a major role to women within its organization. More generally, our firm has always encouraged diversity among its members and we are proud to gather people from all around the globe. This commitment to diversity gives us a unique and innovative approach of our work.

Baxalta

www.baxalta.com

Baxalta is a leading biopharmaceutical company advancing innovative therapies in hematology, immunology, and oncology. Launched in 2015 following separation from Baxter International, our heritage spans decades with therapies available in 100+ countries.

Serving patients is our inspiration and we are passionate about improving their lives.

As a partner of the Forum, we see a world with endless possibilities, where our imagination is inspired and harnessed with purpose. We embrace the bold and diverse ideas of one another and the world around us. We build and empower agile, high-performing teams where we can be ourselves. This is our spark - serving with our hearts and our heads to make a meaningful difference.

SILVER PARTNERS



BNP PARIBAS

The bank for a changing world

www.bnpparibas.com

With a presence in 75 countries and more than 185,000 employees, BNP Paribas ranks highly in its two core activities: Retail Banking & Services and Corporate & Institutional Banking. It enjoys top positions in Europe with four domestic markets, a strong presence in the Americas, including in the western part of the United States and solid and fast-growing businesses in Asia-Pacific. As the 'Bank for a Changing World', accompanying our clients in their transformation journey, BNP Paribas is extremely honored to be a partner of the Women's Forum and thus contributing to building the future through the vision of exceptional women.



www.pommery.fr

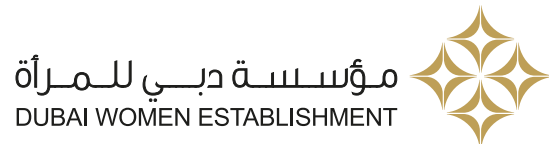
All over the world, since it is their favorite wine, champagne is often linked to women. Following the steps of Madame Pommery, who started in 1836 the company that is now well-known as Vranken –Pommery Monopole, we are happy to introduce you to an entire universe dedicated to the know-how of her champagne. It is with this vision that the group got committed from the very beginning to create The Women's Forum for the Economy & Society to develop together the strong ideas of the world of tomorrow.

SILVER PARTNERS



www.3ds.com

Dassault Systèmes, the 3DEXPERIENCE Company, provides business & people with virtual universes to imagine sustainable innovations capable of harmonizing *product, nature & life*. We partner with 190,000 customers across the globe in 12 industries, from automotive to consumer goods and life sciences. This domain is strategic: life sciences solutions are about bringing products to life, connecting digital information with patients, physicians and scientists. Game changer on the market, Dassault Systèmes is proud to support Women's Forum, *the* rendezvous for women leaders, gathering experts from all over the world. Let's shape up new ideas about the future of health and bring this vision to life.



www.dwe.gov.ae

Dubai Women Establishment (DWE) is a statutory body of Dubai Government that encourages and facilitates the participation of women in the workforce and society. Accordingly, DWE responsibilities include recommendation of policies that are conducive to women in the workforce as solutions to enable women to play a greater role within the UAE and on a global scale. DWE's partnership and ongoing collaboration with the Women's Forum Global Meeting further reflects our commitment to identifying developmental opportunities for UAE women and represent the high level of UAE women achievers and leaders globally. Dubai will also host the first-ever Women's Forum event in the MENA region; co-organizing this event with the WFES, and holding the Forum in Dubai will mark a turning point in the history of women's empowerment in the Arab World.

SILVER PARTNERS



www.edf.com

The EDF Group is one of the world's leading energy companies, active in all areas from generation to trading and network management. It has a sound business model, evenly balanced between regulated and deregulated activities. With its first-rate human resources, R&D capability, expertise in engineering and operating generation plants and networks, as well as its energy eco-efficiency offers, the Group delivers competitive solutions that help ensure sustainable economic development and climate protection. At EDF, we believe that diverse teams are a source of mutual enrichment, innovation, and performance. This is why we are seeking to recruit more women. In France and abroad, the Group is also committed to gender equality alongside voluntary sector partners and professional networks.



www.egonzehnder.com

Egon Zehnder is the world's largest privately-held executive search and talent strategy firm, with more than 400 consultants and 69 offices in 41 countries. We operate as a single firm worldwide. Our core services include Executive Search, Board Consulting, Leadership Assessment, and Leadership Development.

As a truly global, equal partnership comprising male and female colleagues at all levels and including many cultures, languages, and beliefs, we have a deeply personal appreciation for the value of diversity – for us and for our clients. Diversity and inclusion is a sound business imperative. We are proud to be part the Women's Forum and the sponsor of the Rising Talent initiative.

SILVER PARTNERS



www.eurazeo.com

Eurazeo is one of the leading listed investment companies in Europe with over €5 billion in diversified assets. Its mission is to identify, accelerate and enhance the transformation potential of companies in which it invests. Eurazeo is notably either a majority or key shareholder in in AccorHotels, Elis, Europcar, Moncler, Foncia and Desigual and smaller companies such as Dessange or IES Synergy. Eurazeo, which seeks to deliver sustainable leadership for its portfolio companies, has founded its investment philosophy on five deep-rooted values - Boldness, Independence, the Long Term, Expertise and Responsibility -- a vision it shares with The Women's Forum.



www.exxonmobil.com

ExxonMobil is the largest publicly-traded international oil and gas company. In addition to providing more than \$80 million of support for women in developing countries and emerging markets since 2005, we also look for opportunities to leverage our talented global work force; utilize our competencies in business management and technology; and raise awareness of the importance of advancing economic opportunities for women. Partnering with the Women's Forum helps move this global effort forward.

SILVER PARTNERS



www.ey.com/fr

EY in France employs 4,700 people in 15 offices and has a €806 million turnover. The company is part of the FraMaLux sub-area (France, Maghreb and Luxembourg), of which Jean-Pierre Letartre is CEO.

EY is a global leader in assurance, tax, transaction and advisory services.

EY Global Gender Parity Countdown at Davos' 2014 WEF dramatically highlighted the fact that, at the current rate of progress, it will take until 2095 to achieve gender equality in economic participation and opportunities. Accelerating Women advancement is not just a fairness argument. It's also an economic imperative that creates higher growth, increased prosperity and stronger communities.

That is what the Rising Talents Initiative supported by EY is all about. 80 years to close the gender gap? Let's do it quicker.



www.ge.com

GE's mission is to invent the next industrial era, to build, move, power and cure the world. With more than 300,000 employees and operations in over 140 countries, Jeff Immelt, GE's CEO, emphasizes that "GE is committed to diversity not only because it's the right way to do business but because we think it's the only way to do business right." That is why we accelerate the advancement of women in our company by sharing best practices, education and experience. Through inclusiveness, GE's responsibility is to empower women and make a difference. Partnering with the Women's Forum is a unique opportunity to learn, share and tackle new challenges with openness and confidence.

SILVER PARTNERS

The logo for Hogan Lovells, featuring the name in a serif font on a yellow square background.

Hogan
Lovells

www.hoganlovells.com

Straight talking. Thinking around corners. Understanding and solving the problem before it becomes a problem. Performing as a team, no matter where we're sitting. Delivering clear and practical advice that gets your job done.

Our 2,500 lawyers work together with you to solve the toughest legal issues in major industries and commercial centers around the world. Whether you're expanding into new markets, considering capital from new sources, or dealing with increasingly complex regulation or disputes, we help you stay on top of your risks and opportunities.



www.janssen.com

Janssen is one of the world's leading research-based pharmaceutical companies and is part of the Johnson & Johnson family of companies – the largest healthcare group in the world with over 125 years of scientific heritage. We have access to a global pool of resource and talent, which allows us to continue our pioneering work in discovering innovative medicines to improve patients' lives.

Patients are waiting – for the breakthrough research and innovative medicines that will bring hope in their fight against diseases. We bring a sense of urgency to our work because we know what's at stake. We are constantly looking to replenish our pipeline and to reduce the time it takes to bring these new solutions to market.

SILVER PARTNERS



LafargeHolcim

www.lafargeholcim.com

As the new leader in the building materials industry, LafargeHolcim has the assets necessary to address the challenges of a new world. With a local presence in 90 countries, the most innovative cement, concrete, and aggregates solutions, we have the most efficient business model and the best performing operating models and teams. As part of our leadership position we acknowledge the need to become also a role model in Diversity and Inclusion. A key area of focus will be gender diversity where we need to improve our position in particular in leadership and operational roles. We see our partnership with the Women's Forum as a lever to accelerate this process. We come eager to share and learn, while showing our clear commitment to make LafargeHolcim a more gender balanced company.

LATHAM & WATKINS^{LLP}

www.lw.com

Latham & Watkins LLP is a world's premier business law firm with more than 2,100 attorneys in 31 offices. A global leader in mergers & acquisitions, finance, capital markets, tax, antitrust, employment & complex business litigation, our firm has built internationally recognized practices in a wide spectrum of transactional, corporate and regulatory areas. We receive praise for our innovative approach to law firm management and pro bono work. Launched in 2006, our WEB (Women Enriching Business) is a two-pronged initiative designed to promote women in business by creating broader networks and productive business relationships and by attracting and investing in the long-term success of women.

SILVER PARTNERS



Lenovo is a \$46 billion global Fortune 500 company and a leader in providing innovative consumer, commercial, and enterprise technology. Our portfolio of high-quality, secure products and services covers PCs (including the legendary Think and multimode YOGA brands), workstations, servers, storage, smart TVs and a family of mobile products like smartphones (including the Motorola brand), tablets and apps. Lenovo is a global company, valuing diversity & cultural integration. Lenovo launched the “Women in Leadership” program in 2007 to address key priorities that would support women’s growth. Lenovo is proud to be the Official & Technology Sponsor of the Women’s Forum since 2006.



L'Oréal has devoted itself to beauty for over 105 years. With its unique international portfolio of 32 diverse and complementary brands, the Group generated sales amounting to €22.5 billion in 2014 and employs 78,600 people worldwide. As the world’s leading beauty company, L'Oréal is present across all distribution networks: mass market, department stores, pharmacies and drugstores, hair salons, travel retail and branded retail.

Research and innovation, and a dedicated research team of 3,700 people, are at the core of L'Oréal’s strategy, working to meet beauty aspirations all over the world and attract one billion new consumers in the years to come. L'Oréal’s new sustainability commitment for 2020 “Sharing Beauty With All” sets out ambitious sustainable development objectives across the Group’s value chain.

SILVER PARTNERS



www.mazars.com

Mazars is a worldwide integrated partnership present in 73 countries. This year, 2015, we are celebrating twenty years of international growth, based on singular model, in a very standardized world. In our profession, we are different. Instead of working as a simple network, we are entirely integrated. Partners around the world share the same profits. Partners join us to share their talent. When practices join us, like the sought-after Roever Bronner Susat in Germany this year, it is a common value-based project, not for money or power. We're not American, we're not British, we're not French, we are all of these cultures, truly international, as reflected in our executive bodies and our global talent pool. As a professional service firm, we sell attitude and intelligence. Our 15,000 people are young (28 years old on average), highly educated and more entrepreneurial than expected in this business. You've got it, we strive for diversity across all its dimensions.



www.michelin.com

Leader within its sector, the Michelin Group is also proud to be part of the development of innovative action plans to promote diversity in the business world. By 2030 we have set an ambitious goal of increasing the percentage of women in management and supervisory roles to 30%. We are sure that this partnership with the Women's Forum, whose contributions to feminize governance bodies are recognized by all, will pave the way for other innovative ideas to strengthen the influence of women throughout the world.

SILVER PARTNERS



www.paypal.com

PayPal puts people at the center of everything we do. Founded in 1998, we continue to be at the forefront of the digital payments revolution, giving people direct control over their money. Through our innovations, we make transactions easier for over 169 million active registered accounts by helping people and businesses receive and make payments in more than 100 currencies in 203 markets across the world. PayPal is excited to partner the 11th anniversary of the Women's Forum Global Meeting. The Women's Forum is known for bringing together leaders from a wide array of fields, and we at PayPal look forward to being a part of the creative exchange of ideas and innovative programs that are possible when the best and brightest minds in business, government and education intersect.



www.roche.com

Roche SAS, French subsidiary of F. Hoffmann-La Roche Pharmaceutical Group, discovers, develops and provides innovative therapeutic products for currently unmet medical needs. We always put the patient at the center of all our actions; we propose therapeutic solutions today and innovate for tomorrow.

Excellence in science, ethics and access to innovation for patients are our commitments. We address medical and societal challenges in five major therapeutic areas : oncology, virology, inflammatory diseases and central nervous system. The future of health is here today. At the Women's Forum, Roche will illustrate how new therapeutic solutions and advanced technologies will drastically change the patient experience in the years ahead.

SILVER PARTNERS



www.safran-group.com

Safran is a leading international high-technology group with three core businesses: Aerospace, Defense and Security. Operating worldwide, the Group has 69,000 employees and generated sales of €15.4 billion in 2014. Working alone or in partnership, Safran holds world or European leadership positions in its core markets. The Group invests heavily in Research & Development to meet the requirements of changing markets, including expenditures of €2 billion in 2014. Safran is listed on Euronext Paris and is part of the CAC40 index as well as the Euro Stoxx 50 European index.



www.veolia.com

Veolia group is the global leader in optimized resource management. With over 179,000 employees worldwide, the Group designs and provides water, waste and energy management solutions that contribute to the sustainable development of communities and industries. Through its three complementary business activities, Veolia helps to develop access to resources, preserve available resources, and to replenish them. In 2014, the group Veolia supplied 96 million people with drinking water and 60 million people with wastewater service, produced 52 million megawatt hours of energy and converted 31 million metric tons of waste into new materials and energy.

SILVER PARTNERS

vitra.

www.vitra.com

Vitra is a Swiss company dedicated to improving quality of homes, offices and public spaces through the power of design.

Our products and concepts are developed in an intensive design process, which brings together our engineering excellence with creative genius of leading international designers. It is our goal to create interiors, furniture and accessories that are functional and inspiring.

Longevity of materials, construction and aesthetics is our leading principle, as demonstrated by our Classics. Initiatives like Vitra Campus architecture, Vitra Design Museum, workshops, publications, collections and archives are all integral elements of Vitra.

They give us the opportunity to gain perspective and depth in all our activities.

EVENT PARTNERS

Charitable Foundation
Cartier

www.cartiercharitablefoundation.org

Catapult

www.catapult.org

Kurt Salmon 
Success for what's next

www.kurtsalmon.com



www.kusmitea.com

 **ONU** 
FEMMES **COMITÉ NATIONAL**
Entité des Nations Unies pour l'égalité des sexes et l'autonomisation des femmes **FRANCE**

www.onufemmes.org


PUBLICIS
GROUPE

www.publicisgroupe.com

EVENT PARTNERS

SEPHORA 

www.sephora.com

THALYS 

www.thalys.com


30% Club
GROWTH THROUGH DIVERSITY

www.30percentclub.org


U PRO

www.u-pro.fr

VOX *femina*
Paroles d'Experts au Féminin

www.voxfemina.eu


Win-Win
Coalition

www.winwincoalition.org

INSTITUTIONAL PARTNERS



Musées
d'Orsay et
de l'Orangerie

www.musee-orsay.fr

The Musées d'Orsay et de l'Orangerie form one of Paris' premier public establishments. Set in a former railway station built in 1900, the Musée d'Orsay houses works dating from 1848 to 1914 including the largest impressionist collection in the world. Renowned as the permanent home of eight Water Lilies murals by Claude Monet, the adjoining Musée de l'Orangerie is a gallery of impressionist and post-impressionist works. Both museums have a rich history celebrating women through their collections and programs. In 2013, the Women Patrons Circle was launched with a view of mobilizing women's networks of primary importance. It brings together influential women.



www.oecd.org/forum

The mission of the Organisation for Economic Co-operation and Development (OECD) is to promote policies that will improve the economic and social well-being of people around the world.

The OECD Forum is held every year to coincide with the main annual OECD Ministerial Meeting (1-2 June). OECD Forum 2016 (31 May-1 June 2016 at OECD Paris) will provide an extraordinary opportunity to engage in debates with CEOs, leaders of NGOs and trade unions, members of academia and media, alongside governments and public policy experts, on pressing social and economic challenges. In 2015, the Forum brought almost 2,000 people from 73 countries (256 high-level speakers, included 23 ministers/Heads of IGOs).

The OECD Forum is an institutional partner of the Women's Forum.

MEDIA PARTNERS



www.decisionsdurables.com

Décisions durables is the leading French magazine on green economic growth, new business models and CSR. It provides innovative information to a broad public of today's and tomorrow's decision-makers : heads of companies and organizations, startups, public servants and deputies, NGOs... Our partnership with the Women's Forum is crystal clear : Décisions durables contains a dedicated section for women « les elles de l'innovation », the goal of which is to increase women's visibility and weight in the business and political community. We introduce in our print and digital columns, outstanding women in all their diversity, focusing on their success and the way they increase sustainable economic growth.



www.euractiv.com
www.euractiv.fr

EurActiv, the European Media Network present in 12 EU capitals, publishes free EU news and facilitates EU policy debates for policy professionals in 12 languages. With 2.8+ million page views and 660,524 'unique visitors' per month, EurActiv is the leading online media on EU affairs. We address 80% of our readers in their own language. EurActiv targets EU policy and business stakeholders, journalists, NGOs and other multipliers across Europe. EurActiv provides a 'one-stop shop' where users can compare major stakeholder positions, original source documents, videos and informed opinion from EU bloggers.

EurActiv is proud to be a Media Partner of the Women's Forum 2015 in Deauville.

MEDIA PARTNERS



www.franceculture.fr

France Culture, radio station of all knowledge and creativity, enables listeners to see the world differently, with hindsight and perspective.

France Culture addresses all genres and radio issues. It includes information and news, of course, but also a unique creative radio offering a variety of documentaries and fictions and other disciplines such as history, science or philosophy to everyone. France Culture is also a radio station that has always been involved in promoting women through program content but also as journalists, speakers and experts producing their daily program.



FRANCE
MÉDIAS
MONDE

www.francemediasmonde.com
www.rfi.fr • www.france24.com
www.mc-doualiya.com

France Médias Monde, the group in charge of French international broadcasting services, comprises three media: the trilingual news TV channel France 24, the international radio station RFI and the Arabic-language radio Monte Carlo Doualiya, all defending shared values such as human rights, gender equality and promotion of diversity on a global scale in 14 languages. The three French international media pay particular attention to the status of women around the world and feature topics and programs about the realities women face in all areas. They are also committed to gender equality within their respective companies. RFI, France 24 and Monte Carlo Doualiya are pleased to support this edition of the Women's Forum.

MEDIA PARTNERS

International New York Times

international.nytimes.com

International New York Times is a leading international news source for opinion leaders and decision-makers around the globe. It is part of The New York Times Company, a global media organization dedicated to enhancing society by creating, collecting and distributing high-quality news and information. It is known globally for excellence in its journalism, and innovation in its print and digital storytelling.

International New York Times includes the journalism of The New York Times, tailored for a global audience, with dedicated newsrooms in Paris, London, Hong Kong and New York. For more information visit NYTCo.com

Les Echos

www.lesechos.fr

Les Echos is a leading newspaper and a reference brand providing economic information with consistent thoroughness and quality, regardless of the medium. In a complex and uncertain economic environment, economic actors need now more than ever reliable, accurate and innovative information media. The editorial excellence and expertise of Les Echos provide readers effective economic information, which helps in decision-making. “We have supported the Women’s Forum since its creation. We are aware of women’s increasing power, of their contribution to economic growth and their influence on our societies’ future great issues.”

MEDIA PARTNERS

L'EXPRESS

www.lexpress.fr

Founded in 1953 by Jean-Jacques Servan Schreiber and Françoise Giroud, L'Express is the leading news magazine in France. Managed by Christophe Barbier as chief editor, L'Express shares the same commitments as those set by its founding fathers, – a sharp review of politics, without any concession, and a position at the forefront of social evolutions.

Just like Françoise Giroud, who was a pioneer of feminism, L'Express has always promoted the cause of women, in society, politics and economy. Moreover, L'Express is the leading magazine on active people and decision makers. In our columns or on our website, we promote new ways, sectors, opportunities, to get things moving in the workplace and entrepreneurship.

Our next issue, “women and business”, is planned for November 19th. Over a hundred pages, this special issue will explain new business models, how to develop women’s potential, and how it can benefit to everyone, including men.

Key figures : 51 issues per year, 405,000 copies, 2.1 million readers.

LE
HUFFINGTON
POST

www.huffingtonpost.fr

“It would be futile to attempt to fit women into a masculine pattern of attitudes, skills and abilities and disastrous to force them to suppress their specifically female characteristics and abilities by keeping up the pretense that there are no differences between the sexes.” Arianna Huffington. With 11 editions around the world, The Huffington Post has featured some of the greatest women’s voices in the world. Politicians, entrepreneurs, mothers, celebrities, world leaders - many of them amazing bloggers who defended their own vision on how they could change the society. Something greatly shared with The Women’s Forum’s goal to promote women’s voices, and to help them strengthen their representation as experts.

MEDIA PARTNERS



www.leparisien.fr

The Parisien Aujourd'hui en France is the leading general information newspaper with more than 378,000 copies sold every day and has over 2.416,000 readers.

Every month, the paf impacts 15.600,000 people not only through national news but also international and local news. On the web, le Parisien is the first social media, 5th news website and third news website for mobile.

Its success is due to its impartial editorial line and its wish to follow its readers in their understanding of today's world and their anticipation of tomorrow's.

Le Parisien is proud to be a Women's Forum partner for the first time this year.

Each Monday, the Parisien Economie focuses on economic news.

Each Friday, Parisien Magazine explores new culture and ways of life.

And each month, the Parisienne is dedicated to women and highlights impressive women's stories.

marie claire

www.marieclaire.fr

Marie Claire has always upheld strong humanistic values. It has picked up and accompanied women's greatest trends and aspirations. Marie Claire takes pride in its difference, anticipates the evolution of women's lives, and provides them with emotion and engagement through unique investigative reports. In the 34 countries where it is present, Marie Claire has championed great causes. The magazine defends the cause of women, militates for their emancipation, supports their struggles, and denounces the crimes committed against them. It has also started its own actions to fight Breast Cancer, and organizes manifestations that aim at helping society evolve. Marie Claire is pleased to support this 2015 edition of the Women's Forum Global Meeting with the "Women for Change" Award

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