



# “Bridging humanity for inclusive progress”

Insights into the 2018 Women’s Forum Global Meeting



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**The 2018 Women’s Forum Global Meeting**, 14 - 16 November at Carrousel du Louvre in Paris, France gathered global leaders from society and economy to bridge divides and move towards more inclusive progress for all of humanity. For 3 days, about **2500 delegates** from over **90 countries** had the unique opportunity to access more than 150 plenary, roundtable, and workshop sessions animated by 250 prominent and inspiring speakers from across industries and countries.

Given the magnitude and urgency of global challenges, innovative solutions must be implemented now for a future that is fruitful and inclusive. Women, and men, must collaborate for long term economic, social and environmental growth. This was the vision of the Women’s Forum Global Meeting 2018, as we brought together the public and private sector from various industries, geographies, cultures, religions and more to **“Bridge humanity for inclusive progress.”**

Within this intersectionality, taking a gendered approach is important, from a social as well as financial perspective. While women represent 50% of global population, they contribute only to 37% of GDP. The current gap deprives the global economy of as much as \$28 trillion<sup>1</sup>. From **addressing performance bias at work to empowering women in communities at the local, national and international level** - today’s change-makers and tomorrow’s leaders came together to bring an intersectional resolution to issues centred around three key pillars.

#### **The power of mindset shift**

People are at the centre of our theme: bridging humanity. It is people who will ultimately decide whether and how we will bridge divides and maintain the vitality of society. All people need to be given a voice –particularly those, like women, who have often been underrepresented. Sharing and amplifying these voices, experiences and perspectives is one step in overcoming divisions and bridging divides, but we need to clarify and systematise the mechanisms that must be built to make these mindset shifts sustainable. This pathway will look at how to deploy education to open minds and build the current and future leadership skills needed to drive inclusive progress.

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# Foreword

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## **Reimagining our organisations**

From century-old public institutions to first-year start-ups, organisations of all types and sizes face new and interconnected challenges in a rapidly changing world. Are they transforming themselves fast enough to work effectively and at speed in a changing future? Are they taking the right decisions to build their trustworthiness and collaborate in the way that this new world demands? Are they transforming processes, structures and systems radically enough to fulfil their social purpose? This pathway explores how women's leadership can encourage businesses, government institutions, as well as community-based, legal, spiritual or academic organisations, to keep up with the pace of change, stay fit for purpose and build the bridges we need in a complex world.

## **Putting technology to work**

The creators of technologies such as social media networks and artificial intelligence have learnt that they can no longer think of their technologies as 'neutral'. Technologies are tools that have purpose and meaning built into them. They can reshape the ways we work, interact, and govern ourselves –but not always for the better. With women's perspectives and experiences in technology at the forefront, this pathway will explore how technologies can shape the future of work and governance to build inclusive societies, while mitigating technology's potential to amplify societal and economic divides, not least the gap between technology haves and have-nots. It will also illustrate the tools and skill-sets that will empower creators to become the disruptors to bridge humanity tomorrow.

With this White Paper, we hope to have expressed not only the tremendous energy that came out of the Global Meeting, but also the absolute necessity that everyone acts now and concretely for our future.

*1 - McKinsey & Company: THE POWER OF PARITY:HOW ADVANCING WOMEN'S EQUALITY CAN ADD \$12 TRILLION TO GLOBAL GROWTH*

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Chiara Corazza | Anne-Ga

#bridginghuman

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to the Women's Forum  
Committee and Daring Circles

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# The power of mindset shift

## Mapping the path to gender equality

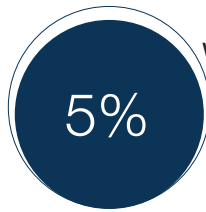
To make measurable change in business and society, shifting perceptions and raising awareness of gender issues is urgent. This is imperative not only from a moral standpoint but is also beneficial both socially and financially. For instance, companies in the top quartile for gender diversity on executive teams were 21% more likely to outperform on profitability and 27% more likely to have superior value creation according to McKinsey's report "*Delivering through Diversity.*" Innovation and creativity also benefit exponentially from a diversity of thought.

Changing our mind-sets and breaking stereotypes starts with recognising biases. For instance, the performance bias plays a large role in keeping women from being promoted dropping the ratio of promotion to a mere 24% women in managerial positions as of 2018. There are also misconceptions about women's ambitions and professional motivations. At the **Women's Forum Global Meeting 2018**, we brought together leaders from the public and private sector to resolve these deeply rooted problems of perception.



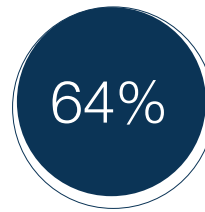
The global salary gap between men and women is 20%<sup>1</sup>

<sup>1</sup> International Labour Organisation



Women account for less than 5% of CEOs of Fortune 500 companies.<sup>2</sup>

<sup>2</sup> Fortune



64% of women experience microaggression at their workplaces.<sup>3</sup>

<sup>3</sup> McKinsey



Michael Kaufman, Alexis McGill Johnson, Star Jones, Luvvie Ajayi, Ranya Shamoon

**HRH the Grand Duchess of Luxembourg**

“ Attention can turn victims into actors of peace, our involvement can make a difference, it is never too late. ”



**Luvvie Ajayi,**  
Speaker and Author

“ Governments, businesses and major organisations can figure out space travel and artificial intelligence, but they can't seem to figure out inclusion and diversity? That perplexes me. ”

**Tea Uglow,**  
Creative Director,  
Google's Creative Lab, Google

“ Each individual should look back at your world and question it, and if you see something that's wrong, fight for change. ”



**Alexandra Palt,**  
Chief Corporate Responsibility Officer,  
L'Oréal Foundation

“ We need to work together to create a positive vision and inspirational narrative if we are to achieve the global mobilization required to solve the problem of climate change. ”

**Véna Arielle Ahouansou,**  
Rising Talent, Founder & CEO, KEA Medicals

“ Whether you are male or female, you should persuade investors that you are bringing an added value. ”



**Sirma Umur,**  
Vice-President,  
Global Brand Building, Procter & Gamble

“ We can have impact in multiple ways. In content that gets people really uncomfortable, start a conversation, start challenging each other - you have to go far so that you can get a little bit more. ”

To bridge humanity, the first step is to **neutralise narratives** around existing stereotypes and roles in society. It is only then that we can unleash the potential of men and women and provide equal access to opportunities and representation. For instance, while it is assumed women leave professional positions to support their families, only 2% of women intend that, with over 81% of women considering other opportunities to continue in the workforce. This in turn leads to bias in employment and promotions -

## Breaking stereotypes:

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narrowing the pipeline as well as depriving the global economy of as much as \$ 28 trillion, were the gender gap to be bridged<sup>2</sup>. Certain industries and sectors such as STEM suffer from androcentric narratives, with only 30% of women in the EU studying STEM entering related fields. This must be neutralised in order to incorporate more women in subsectors beyond healthcare.

The session “Content is queen: How entertainment and media are shifting mindsets” talks of the various tools we can deploy for this purpose - **from education to entertainment** - with brands such as P&G starting conversations despite the norm in pursuit of longstanding benefits that outweigh the risks.

2 - McKinsey & Company: THE POWER OF PARITY:HOW ADVANCING WOMEN'S EQUALITY CAN ADD \$12 TRILLION TO GLOBAL GROWTH

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## Leading by Example

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**Governments and organisations** must take responsibility by ensuring policies and reforms are made by and for everyone and not only one half of the population.

The **private sector** also plays an increasingly important role - businesses and their products, policies, supply chains, advertising and ideologies are shaping cultural norms and therefore, we must hold them accountable.

Shifting market demographics and customer expectations are also becoming main drivers, leading to

**diverse talent pools** becoming a necessity. Successful leaders cannot boost their bottom lines if they only attract a single, homogenous customer segment. As a result, they have come to a position of embracing a diversity of ideas, employees, and cultural frameworks.

Finally, **CEOs, as well as team leaders**, must engage and adopt a hands-on approach to facilitate and encourage the promotion of women in the workplace. They must set concrete targets with KPIs and implement policies to create

favourable conditions to achieve them - without succumbing to the easy option of promoting women solely for their gender, as positive discrimination may ultimately be harmful to an organisation's overall morale. Initiatives such as the one undertaken by **Gecina** titled “Open Your Eye” help create networks of change and growth within companies, and consequently in society and serve as good examples.



## Starting early : Role Models and Networks

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Firstly, young girls need help from an **early age** to gain education in various fields, especially STEM. 60% of the jobs are expected to be impacted by digitalisation<sup>3</sup> and it is crucial to prepare the future generations with the right skills or risk an increasing divide between men and women in the workforce.

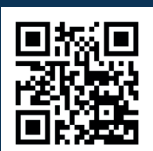
Furthermore, girls need **role models** – women who can encourage them and build their confidence to be tomorrow’s change-makers. Support from fa-

mily, especially mothers, plays a pivotal role in initiation of ambition for young girls.

Finally, women also need strong **networks** in order to support each other and develop themselves professionally. It is, as Tea Uglow of Google said, “small groups at grass-roots that can make change.”

This could ultimately lead to changes in societal and professional perceptions of women at senior management level.

3 - McKinsey & Company: *JOBS LOST, JOBS GAINED: WORKFORCE TRANSITIONS IN A TIME OF AUTOMATION*



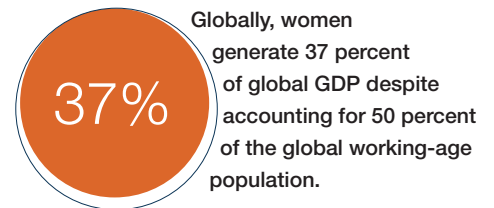
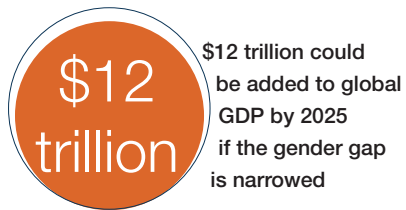
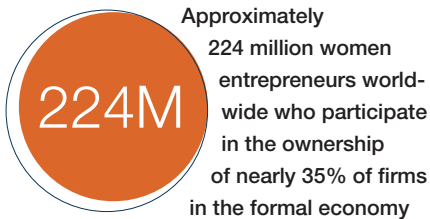
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the highlights  
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# Reimagining our organisations

## A time for commitment

In the age of the Fourth Industrial Revolution, adaptability is key to an organisation's development. From century-old public institutions to first-year start-ups, organisations of all types and sizes face new and interconnected challenges that require fresh and diverse perspectives and solutions. How can they reinvent themselves to surmount global issues such as climate change, technological disruption and political upheavals? It is imperative that companies make inclusion and diversity their core values to make business future-proof.



Source: Women Matter: Time to accelerate, McKinsey 2017



**Jeanine Liburd**

Chief Marketing & Communications Officer, BET Networks

“ It is typically when companies take risks and they don't have the right people in the room - that's when the risk goes a little left. Part of being a risk-taking company and having a forward-thinking kind of company, is making sure that your employees, team - everyone understand the values and you have the broadest representation of people in the room. ”



#WFGM

WOMEN'S FOR  
GLOBAL  
MEETING. 1

**Maurice Lévy**

Chairman, Publicis Groupe

“ There is no excuse not to communicate correctly. [...] You have to start by communicating to everyone. Not just the executive committee, or the top 2000 people of the organization. Everyone. ”



**Linda Zukauckas,**

EVP, Business CFO Group and Deputy CFO,  
American Express

“ The sponsor who stays silent in a room is not a valuable sponsor. They have to become an advocate. ”



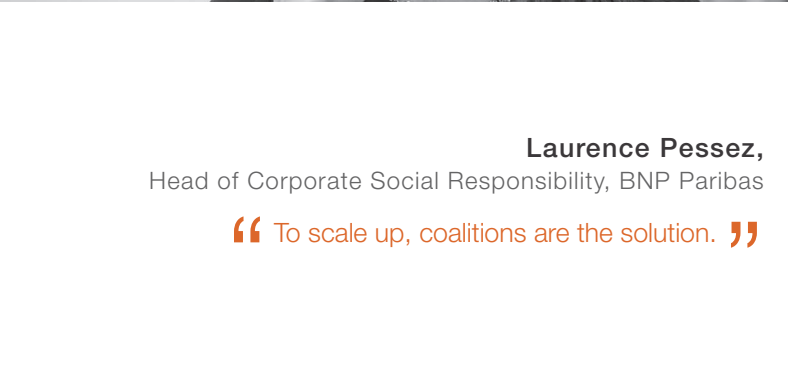
WOMEN'S FORUM

#WFGM18

**Kimberly Meyers,**

Assistant General Counsel,  
Global Employment and Migration, Microsoft

“ Every job will require a level of digital literacy - the jobs and workplaces are changing. ”



**Laurence Pessez,**

Head of Corporate Social Responsibility, BNP Paribas

“ To scale up, coalitions are the solution. ”



WOMEN'S FORUM  
GLOBAL  
MEETING. 18

**Thomas Buberl,**

CEO, AXA

“ If we do nothing, we will reach parity in 217 years. This is not an option. ”



WOMEN'S FOR  
GLOBAL  
MEETING.  
Paris, France | 14-16 November 2018

There are approximately 224 million female entrepreneurs worldwide who participate in the ownership of nearly 35% of firms in the formal economy. However, on average, less than 1% of global corporate or government spend is made to women-owned businesses. This is a missed opportunity of enormous proportions, not only for women's economic and social empowerment but also for the businesses, governments and other organisations that stand to benefit from more diverse, innovative and agile supply chains.

## Diversifying supplier through women-owned business

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At the **Women's Forum Global Meeting**, many conversations show that companies are realizing that adding more women-owned suppliers is not just a feel-good program. Increasing their **supplier diversity efforts** makes business sense. When suppliers mirror a company's customer base, it helps anticipate market needs and innovations for a competitive

advantage. At the launch of the Women and Supplier Diversity Daring Circle, Fares Sayegh of **P&G** emphasised on the need to build an infrastructure that connects all the women-owned businesses to big corporates. This will facilitate **inclusive and sustainable economic** growth that benefits all.

## Treating gender diversity like business priority

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For companies to thrive in a disrupted world, gender diversity needs to be part of the equation and part of the company's DNA. Promoting women's leadership at all levels would translate into better performance for companies and organizations. According to McKinsey's report "*Women Matter*", there is a strong correlation between the presence of women in companies' top management and better financial results. Ilham Kadri of **Diversey** also confirmed that "Being diverse gives companies

a competitive advantage.

Echoing this spirit, leading corporates engaged at the Global Meeting shared innovative approaches that target to deliver this result.

**Johnson & Johnson** highlighted the importance of putting in place a **mentorship programme** for women to enable cross-learning between young female professionals and senior leaders. American Express is testing a **re-entry programme** for women who

have been out of the workforce for two years while **L'Oréal** focuses on the role of **male champions** as men need to be involved in the pursuit of gender equality. These commitments often start at the executive committee level, hence requiring inclusive and daring leadership to build truly inclusive organisations for the future.

## Turning challenges into opportunities through climate innovation

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Climate change is now at the heart of all discussions regarding a business's future viability. Environmental concerns are major issues to companies but they can be turned into opportunities through innovative approaches. As Judith Hartmann from Engie put it, "there is no contradiction between environment and economy, that's a great business and economic opportunity."

The panel discussion "Women leading the charge: Reimagining access to clean energy" at the **Global Meeting** mirrored this thought leadership shared by leaders from leading corporates.

The issue at stake is access to clean energy. That 1.2 billion don't have access to energy can represent a **huge market** for companies and organizations. Business leaders have the responsibility and need to recognize the importance as well as the benefits of **green financing** not only to the environment but also to their companies. Leading energy actors like **Exxonmobil** shared plan to invest in production of sustainable technologies, for example, to take 90% of CO<sub>2</sub> out of the exhaust and turn it into energy.



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the highlights  
here



# Putting technology to work

## New ways of shaping the future

Accelerating technological change –including artificial intelligence and automation – and new ways of working are challenging employees and business leaders. According to McKinsey, they could force 375 million people globally to change occupations. These developments affect men and women differently. Jobs will be created, destroyed, and will call for different forms of leadership and skills. Some changes will worsen existing divides, while others may close the gender gap. New digital platforms are providing women with greater opportunities, yet worldwide only 45% of women are connected to the internet compared to 51% of men. Addressing structural divides in women’s leadership in STEM, as well as skills gaps, could play a transformative role in shaping this digital transformation to the benefit of women.



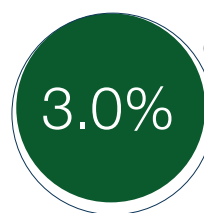
By 2020, artificial intelligence will generate 2.3 million jobs<sup>1</sup>

<sup>1</sup>Gartner



90 percent of the world’s data were produced in the past two years<sup>2</sup>

<sup>2</sup>IBM Marketing Cloud



Closing the gender gap in STEM would contribute to an increase in EU GDP per capita by 2.2 to 3.0% in 2050.<sup>3</sup>

<sup>3</sup>European Institute for Gender Equality.



**Serpil Timuray,**  
CEO, Europe Cluster, Vodafone

“ If we can really exploit the future technologies that are coming up, there is going to be a huge efficiency in the ways the businesses, governments, manufacturing can work. If we can really seize the full opportunity of the new technologies such as artificial intelligence, machine learning... this can be a big positive lever to offset our carbon footprint and do business smarter. ”



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

“ We need to ensure we include human values in tech development: empathy, dignity, kindness. Children should be learning the socioemotional and technical skills to use good judgment and distinguish between the many information sources online. ”



**Judith Hartmann,**  
Deputy Managing Director of ENGIE,  
Chief Financial Officer, ENGIE

“ We only have one planet. The positive news is that many of the solutions are there, and they are scalable. Costs are decreasing massively. There is no contradiction between the environment and economics. It's a necessity for the planet but it's also a business opportunity. ”



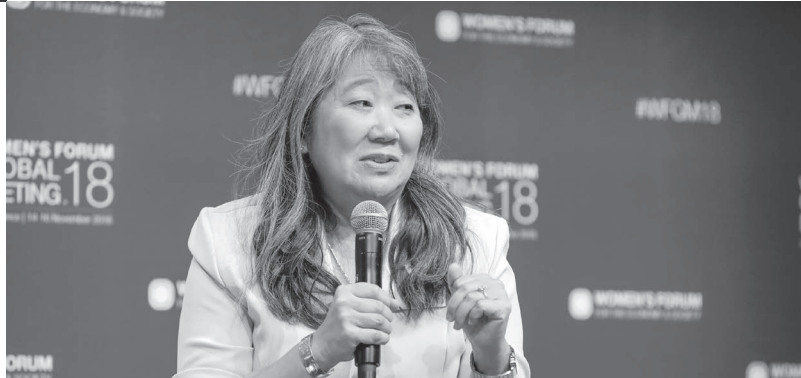
**Marie-Ange Saraka-Yao,**  
Managing Director, Resource Mobilisation  
and Private Sector Partnerships, Gavi

“ Access to healthcare can not be provided without access to data. Technology is allowing us to go beyond the intuitive ideas. ”



**Janet J. Matsushita,**  
Refining Director, Europe, Middle East, Africa and Asia Pacific,  
Exxon Mobil Fuels & Lubricants Company

“ As we meet the demands of the developing economies... we need to find the breakthrough technologies that will make a big difference in terms of how we fuel the future. ”



**Karen Linehan,**  
Global Head of Legal Ethics and Business Integrity  
Sanofi

“ Women in the tech industry are working on solutions. they have unique understanding of the needs of women and they are coming up with things that work. ”



According to McKinsey, 60% of all occupations could be impacted by digitalisation and/or automated. Women are overrepresented in jobs most likely to be displaced—in France alone, they hold 80% of these roles such as office support, information and record clerks, as well as financial workers. We must ensure that women are at the forefront of this global transformation.

When this accelerated disruption is juxtaposed with the existing biases and leaky pipeline for women in tech, we are confronted with the urgent task of **closing the skills gap**. While women are already equipped with the “skills of the future”

## Leveling the playing field for women in STEM

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including advanced communication and empathy, interpersonal skills and other aspects to “EQ,” technical training is essential for women to be technology “shapers” and not “takers” as suggested by Gabriela Ramos of the **OECD**.

For this, we must start young. Girls must be exposed and encouraged by a **STEM education** with a neutral narrative. Laura Laitrello of **Lenovo** emphasized the role of mentors, whether among peers or at school from as early as 6 years old.

Studies from UNESCO, ILO, World Bank and more have already highlighted the existing gap in **STEM leadership**. Only 8% of women are leading innovative projects across the globe – this must be bridged. Mentorship proves at this level to be a virtual cycle to retain talent, making professionals more likely to receive promotions, stay at their companies and aspire to be leaders, according to McKinsey.

## Harnessing technology to bridge divides

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“Technology is just a means to bring people together”, Michelle Gilbert of **Facebook** succinctly stated. All technological advances should be designed with this vision in mind. Without a decisive plan for inclusivity at all levels of society, the revolution will fail the very people it should benefit the most. While our access to unparalleled levels of information, accessible at the

click of a button or the tap of a touchscreen, has damaged our ability to distinguish fact from fiction with the rise of “fake news”, it is just as worrying that those without access to technology are being excluded from the discussion in the first place.

This concern is legitimate as in Africa for example, only 22% of

the population has access to connectivity. Therefore companies like **Orange** emphasise on the pressing need to ensure that people around the globe have equal access to technology, to the internet to accelerate sustainable and harmonious growth. Technological transformation, created with inclusion and diversity as the core values, will be the changing agent for more vulnerable populations.



## Designing cities for the inclusive future

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70% of the world will live in urban centres by 2050 – making smarter cities imperative. Innovation and technologies also allow for improved circular solutions, that contribute to **cities that are not just smart** but also **human**. Digital transformation for cities can help to understand human needs and behaviors to improve the quality of life using tools such as AI, big data analytics, cyber security and connectivity.

How can women's leadership help achieve this vision? Globally, men are playing major role in designing infrastructures, yet both men and women shape the cities we live in. We need a diversity of people, including women, to be more user-centric and capture everybody's needs. Leading actors in transportation like **RATP** are making conscious efforts to include more women in designing the inclusive technological infrastructure for the future.



Watch  
the highlights  
here









Karen Linehan, Chiara Corazza, Denis Duverne



Chiara Corazza, Fares Sayegh

# The Daring Circles

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The Daring Circles of the **Women's Forum for the Economy & Society** are working groups aimed at leveraging collective intelligence to design concrete and innovative answers to major challenges. Each circle brings together the **Women's Forum for the Economy & Society** and its strategic partners to reflect upon the best ways to address these challenges, identify and share innovative insights, and - more importantly - to generate positive societal and economic outcomes. Members of the circles, who represent different sectors, connect during and between Women's Forum meetings. Doing this enables them to exchange ideas and search for the best practices, services, and solutions that will address issues that touch humanity as a whole and where women can make a difference in moving things forward.

The 2018 **Women's Forum Global Meeting** saw the launch of two new Daring Circles: Women & Supplier Diversity and Women & Access to Health.

- **The Women & Supplier Diversity Daring Circle**, led by P&G with the support of **L'Oréal**, and **Publicis Group**, as well as **WEConnect International** and **UN Women**, has a clear ambition: to use change to drive women's empowerment in supply chains. The Women's Forum and the Daring Circle partners call upon women-owned businesses in Europe to self-register with WEConnect and for all businesses in Europe to sign onto the UN Women's Empowerment Principles. Partners of the Women's Forum, as well as institutions, experts and other organisations are invited to join his Daring Circle. The interest of Knowledge Partners whose expertise and research capacity is welcomed to help drive the Daring Circle's impactful agenda. This is a collaborative effort between the partners of the Women's Forum, WEConnect and UN Women. Notably, competitors and organisations from multiple industries are coming together to take concrete actions to work on this solution together and have an impact.

The Daring Circle will shape and deliver an ambition of more diverse and gender responsive supply chains, serving as an accelerator for women's economic empowerment.

- **The Women & Access to Health Daring Circle** has the ambition of improving and promoting women's access to health; Led by **Sanofi and AXA**, in collaboration with **BNP Paribas** and **Google**, and in association with **RB** and **Gavi**, the **Vaccine Alliance**, this circle of partners aims to improve and promote women's access to health. The Daring Circle's first initiative is a call for projects from health-tech entrepreneurs working on improving women's access to health. Selected entrepreneurs will receive active mentorship provided by the Daring Circle's partners, increased visibility for their businesses through the partners' global communications channels, an enabling community of entrepreneurs with shared experiences and funding to help their businesses scale up.

After this first step, members of the Daring Circle will continue to work closely together to support new initiatives helping health-tech entrepreneurs to reach the next level.



Kevin Sneder, Méka Brunel, Julia Harrison, Antoine Sire, Kathleen Tregoning, Maurice Lévy

# CEO Champions Initiative

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Launched in 2010, the CEO Champions is an initiative designed to drive progress and accountability for women's advancement in the private and public sectors. The peer-to-peer network enables CEOs to emphasise the commitments of their organisations to women's advancement as well as taking a strong leadership role in the broader global economy and society. The initiative constitutes a significant advance for the inclusion of both men and women at the leadership level.

Once again at the **Women's Forum Global Meeting**, the CEO Champions workshop harnessed the presence, thinking and commitment of senior leaders in a unique peer-to-peer exchange on creating the diverse organisation of the future. At the workshop, informed by research and analysis from McKinsey, there was a wide-ranging discussion on how accelerating automation and technological change will transform our economies and how we work under the theme of **Thinking out of the box: can disruption accelerate inclusion?**

McKinsey tells us that we are on the cusp of not just an evolution in the nature of work, but a revolution driven by technological advances – nearly 60% of occupations could see 30% of tasks automated. Women are over-represented in jobs that are likely to be destroyed, as well as being over-represented in those areas where jobs will be created. What's more – many are in jobs whose dominant skills (social, emotion, cognitive and digital) will be in high demand. Much of the discussion centred around how best to take advantage of this opportunity.

## The challenge and opportunity of transparency

It's not always easy, but communicating clearly about the sources of growth and disruption – both internally and externally – is critical to empowering people within our organisations. This responsibility extends to the board level and is crucial to our ability to balance short-term focus with the long-term reality of disruption. Companies must be frank about the scale of change and actively engage women – as well as men – in shaping this revolution in work. Changes are happening all around us, and we can make it clear that it's not a threat but an opportunity.

## Re-skilling with purpose

Organisations are already updating not just skills in STEM, collaboration and critical thinking but also their concept of roles to focus on the requirements of a new world – as well as redesigning workflow processes. However, gender does not always figure prominently as a consideration in these redesigns. Senior leaders can support HR in understanding their key role in a vision of re-skilling so that they are equipped to proactively lead the charge. Some participants mentioned focusing on returners as an important opportunity, as well as how vital it is to support women at inflection points in their careers. New technology platforms will be crucial for connecting employees to global assignments and development opportunities.

## A chance to change everything

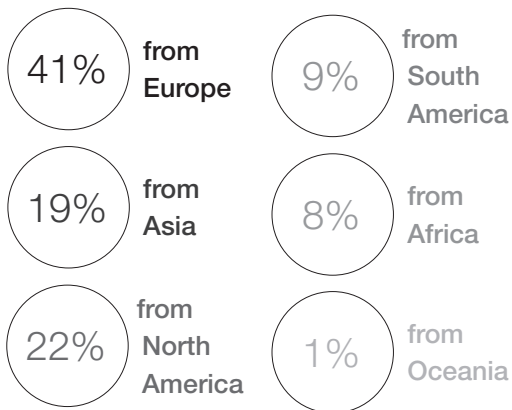
If everybody has to re-train to take advantage of broad-scale disruption, this creates an opportunity to level the playing field and filter out biases in our existing development programmes. We can challenge our headhunters and internal recruiters to be more creative and inventive in not only bringing us the skills that we need, but also in improving strategic hiring of an agile workforce through the use of data. Other strategies include reverse mentoring programmes to ensure we maximise the ideas and opportunities provided by incoming generations and using new technologies like AI to help better understand how re-skilling programmes can help us achieve gender parity. It's not just a question of financial investments but also personal commitments by leadership in terms of time and development.



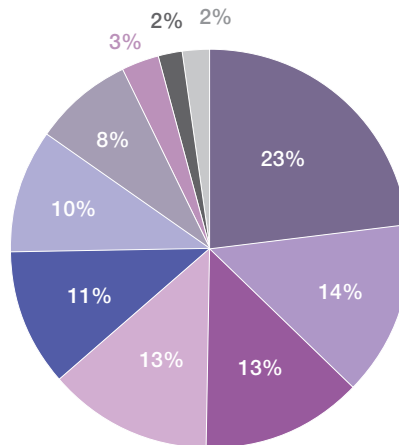
Amandine Ayrem, Isabelle Xoual, Pooja Kapoor, Lily Cheng, Shweta Sharma, Amélie Negrier-Oyarzabal, Angeles Garcia-Poveda, Rekha Kamat, Anna Filipova, Paula Paschoal, Virginie Morgon, Elina Kousourna, Elsy Boglioli, Caroline Hadrbolec, Carole Daou, Emilie Leichnam, Mathilde Guyot.

50

countries represented



representing multiple sectors



- Business
- Media, Art, Entertainment
- Finance & Fintech
- NGO & Public Sector
- Tech & Science
- Tech & Social Entrepreneurship
- Education & Research
- Law & Policy
- Healthcare
- Other



# Rising Talents Initiative

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This year marked the 11th meeting of Rising Talents, an initiative aimed at empowering the community and spreading the vision of rising generations of women. The initiative is sponsored by companies that consider the promotion of gender balance, diversity, and inclusion as essential in enabling companies to perform well. This year, 11 inspiring women under 40 were nominated from among 200 candidates. Applicants came from around the globe and represented a diversity of sectors, from healthcare and biotechnologies to sustainable development and business innovation. Nominees were selected on the basis of having demonstrated outstanding skills, leadership, open-mindedness, an international mindset, and bravery in their personal and professional lives. All have had a highly positive impact in their spheres of influence.

Their presence at the forum, during discussions on the theme “Bridging humanity for inclusive progress,” helped promote the vision and ideas of rising generations of female leaders and inspire both women and men to make a difference in the world.

This year’s Rising Talents are:

- **Véna Arielle Ahouansou**, Beninese, CEO, KEA Medicals Pharmaceuticals & Technologies
- **Elsy Boglioli**, French, EVP Chief Operating Officer, Celectis
- **Lily Cheng**, Chinese, Founder, Hubel Labs
- **Anna Filipova**, British, Photojournalist & Researcher, Anfflip.com
- **Gwenaëlle Huet**, French, CEO, Engie France Renewable Energy
- **Rekha Kamat**, Indian, 3DEXPERIENCE Platform Executive, Dassault Systemes
- **Pooja Kapoor**, American, Head of Global Strategic Alliances & Corporate Strategy, Google
- **Elina Kousourna**, Greek and French, Strategy and Business Development Director, SMCP Group
- **Paula Paschoal**, Brazilian, Senior Director, PayPal Brazil
- **Shweta Sharma**, Indian, Managing Director, P&G Global Travel Retail
- **Eline Vrijland**, Dutch, CEO, NightBalance



SOMETHING.  
I THINK THAT -- AND IT HAS COME

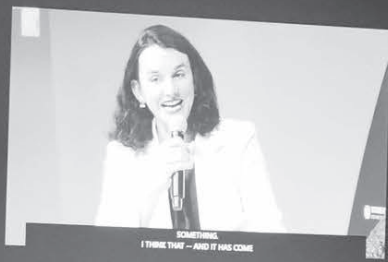
[Shifting mindsets plenary]  
**Content is queen: How  
and media are shifting**

*Ann Walker Maschke*  
Jeanine Liburd | Eyt Salar | Tera Upton | Sheri Upton  
#contentisqueen

# Bridging Human



entertainment  
mindssets





# Acknowledgements

This publication is the result of a collaboration between the Wavestone and Women's Forum for the Economy & Society teams. We would like to give a special thanks to the following people for their strong involvement:

## WAVESTONE

**/ Florence Noizet,**

Partner

**/ Xaviez Metz,**

Partner

**/ Adrien Book,**

Consultant

**/ Gabrielle Faure,**

Consultant

**/ Adélaïde Kassis,**

HR Manager

**/ Mathieu Klam,**

Consultant

**/ Hélène Morin,**

Consultant

**/ Mélanie Ober,**

Consultant

**/ Clémentine Père,**

Senior Manager

**/ Aurore Macek Yverneau,**

Consultant

**/ Marlena Zakrzewska Millard,**

Senior Manager

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