PROGRAMME

Conference on improving women’s access to leadership

8 March 2016
OECD, PARIS
Conference on improving women’s access to leadership: What works?

8 March 2016, OECD Conference Centre, Paris

Taking place on International Women’s Day and within the framework of the OECD Gender Initiative, the OECD is hosting a conference on closing leadership gender gaps in both the public and corporate sectors. An abundance of existing evidence supports the case for increasing women’s participation in leadership positions to help promote inclusive economic growth. In business, there is clearly an unexploited talent pool that can contribute to companies’ performance at senior managerial and board level. In public life, achieving inclusive policy outcomes and responsiveness of public service delivery depends on policy decisions that integrate the diverse perspectives of both men and women. Nonetheless, despite growing awareness of the potential benefits, the pace of progress is slow and varies considerably across countries.

This conference will foster a policy dialogue on including women in decision-making positions, and the impact on broader social and economic outcomes. It will identify the risks, opportunities and necessary conditions of different policy choices for closing gender gaps in public institutions and companies. In working towards gender equality, while governments can lead by example - thus promoting a mind shift and a cultural change in societies – the corporate sector can support global progress in a way that governments cannot. Co-hosted with the Governments of Canada and Japan, the event will highlight comparative lessons learned from both sectors, helping to enrich the global debate on this essential public policy issue. It will also provide an opportunity to launch the OECD Recommendation of the Council on Gender Equality in Public Life and contribute to the effective implementation of the G20/OECD Principles of Corporate Governance.

Discussions will be underpinned by an issues paper on new trends, international benchmarks and good practice. The outcome will be the development of an action plan to support the implementation and monitoring of the Recommendation of the Council on Gender Equality in Public Life, the G20/OECD Principles of Corporate Governance and the Recommendation of the Council on Gender Equality in Employment, Education and Entrepreneurship. The outcome of the discussions will also feed into the development of a report.

Senior decision-makers from the public and corporate world, experts, academics and stakeholders will consider different policy approaches, share their experiences and provide insights into what works and why.
**AGENDA**

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<td>14:00-14:15</td>
<td>Welcoming Remarks</td>
<td>CC10</td>
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<td>14.15-15.30</td>
<td>PLENARY SESSION Forces shaping change: What’s new in today’s landscape in women’s access to leadership positions?</td>
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<td>15:30-15:45</td>
<td>Coffee Break</td>
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<td>15:45-17:15</td>
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This session will highlight a “whole of the house” approach to promoting gender equality and the importance of increasing women’s participation in top posts to foster inclusive economic growth. It will also feature the launch of the 2015 OECD Recommendation of the Council on Gender Equality in Public Life and highlight relevant aspects of the G20/OECD Corporate Governance Principles.

- **Special address:** Angel Gurría, Secretary-General, OECD

This session will explore new trends and challenges in women’s access to leadership positions in public and corporate sectors since the OECD report on “Women, Government and Policy Making in OECD Countries” and since the OECD Corporate Governance Committee survey, which was completed as input to the OECD report on “Closing the Gender Gap: Act Now”.

**Moderator:** Gabriela Ramos, Chief of Staff and G20 Sherpa, OECD

- Ben Rimmington, Director, Business Environment, Department for Business, Innovation & Skills, United Kingdom
- David Cruickshank, Global Chairman, Deloitte
- Claudia Serrano Madrid, Ambassador, Permanent Representative to the OECD, Chile
- Kaori Sasaki, President & CEO, ewoman, Inc. President, UNICUL International, Inc. Chair, Committee for the International Conference for Women in Business
- Neil Murray, Chief Executive Officer, UK & Ireland, Sodexo
- Silvana Koch-Mehrin, Founder and Chairperson, Women in Parliaments Global Forum

These sessions will explore the options, the associated risks and opportunities for governments, parliaments and corporates to improve women’s access to decision-making positions. It will also identify what works, under what conditions and how impact may be measured?
The growing awareness of the risk to companies and the economy of an under-representation of women in leadership has led to increased efforts to improve gender balance at the top of companies. Governments, shareholders/investors and companies have introduced measures to close this gender gap through quotas, targets, disclosure-based and voluntary initiatives, as tools. What lessons can be drawn from this experience?

**Chair: Sarah Gordon**, Business Editor, Financial Times

- **Pierre Poret**, Deputy Director, Financial and Entreprise Affairs, OECD
- **Turid Elisabeth Solvang**, Chair, European Confederation of Directors’ Associations (ecoDa) Vice-president, European Women on Boards
- **Mamta Binani**, President, Institute of Company Secretaries of India, India
- **Ashraf Gamaleldin**, Chief Executive Officer, Hawkamah Institute, Dubai, United Arab Emirates
- **Rima A. Turk**, Economist, European Department, Nordic Unit, International Monetary Fund
- **Sofia Falk**, Founder and Creative Director, We are the StoryDoers (previously Wiminvest)

**Chair: Michelle d’Auray**, Ambassador, Permanent Representative to the OECD, Canada

- **Rolf Alter**, Director, Public Governance and Territorial Development, OECD
- **Agnes Arclier**, Head of Public Finances, Ministry of Finance and Public Accounts, France
- **Nurhayati Ali Assegaf**, Member of Parliament, Indonesia
- **Alice Ripley**, Judicial Appointments Commission, United Kingdom
- **Monika Queisser**, Senior Counsellor, Directorate for Employment, Labour and Social Affairs, OECD
- **Martine Meheut**, President, Founder and Chair, Citizens for Europe

**17:15-18:00 CLOSING SESSION Lessons learned**

This session will focus on what the corporate sector can learn from the experience of public institutions (parliaments, governments). What can governments learn from the corporate sector? This plenary discussion will involve reporting from the breakout sessions and conclude with remarks from the DSG Kiviniemi on the next steps, including the development of an action plan.

**Chair: Mari Kiviniemi**, Deputy Secretary General, OECD

- **Sarah Gordon**, Business Editor, Financial Times
- **Michelle d’Auray**, Ambassador to the OECD, Permanent Representative, Canada
- **Evelyn Regner**, European Parliamentarian, Committee on Legal Affairs
- **Annika Markovic**, Ambassador to the OECD, Permanent Representative, Sweden
- **José Ignacio Wert**, Ambassador to the OECD, Permanent Representative, Spain
- **OECD Young Professionals**

**18:00 Cocktail**
BIOGRAPHIES

Special Address

Angel Gurría is OECD Secretary-General. He came to the OECD following a distinguished career in public service. As Mexico’s Minister of Foreign Affairs from December 1994 to January 1998 he made dialogue and consensus-building one of the hallmarks of his approach to global issues. From January 1998 to December 2000, he was Mexico’s Minister of Finance and Public Credit. As OECD Secretary-General, since June 2006, he has reinforced the OECD’s role as a hub for global dialogue and debate on economic policy issues while pursuing internal modernisation and reform. Mr. Gurría holds a B.A. degree in Economics from UNAM, Mexico, and a M.A. degree in Economics from Leeds University, United Kingdom.

Opening Plenary

Gabriela Ramos is OECD Chief of Staff and Sherpa to the G20, she has been advising and supporting the Secretary-General’s strategic agenda since 2006. She is responsible for the contributions of the Organisation to the global agenda, including the G20 and G7, and oversees the preparations of the yearly OECD Ministerial Council Meeting. She has contributed to the launch of major OECD initiatives related to gender, skills, development, and has also launched and supervises the New Approaches to Economic Challenges and the Inclusive Growth initiatives, and oversees the activities of the Directorate for Financial and Enterprise Affairs.

Ben Rimmington is Director of Business Environment, Department for Business, Innovation & Skills in United Kingdom. He joined the Leeds City Region Local Enterprise Partnership in 2012 from the Department of Business, Innovation and Skills, where he was Deputy Director for Economic Development. He has been responsible for leading the government’s new economic development landscape, including the establishment of LEPs and enterprise zones, the roll-out of the Department’s BIS Local network and supporting the development of city deals. Ben was brought up and educated in Leeds before studying German and French at Cambridge University. He now lives in Ilkley with his wife and two young sons. His previous civil service appointments include managing the Government's relationship with the automotive industry, leading negotiations on EU employment law issues including the Working Time Directive, and work on energy, competition and better regulation policy.
David Cruickshank was elected into the role of Chairman of Deloitte’s global organization, Deloitte Touche Tohmatsu Limited, in June 2015 having served on its Global Board for eight years from 2007. Prior to this, he was Chairman of the UK member firm from 2007-2015. He is a Chartered Accountant and a graduate in business and economics from the University of Edinburgh. David is a member of the World Economic Forum Chairman’s group and a Board Member of the Social Progress Imperative.

Ambassador Claudia Serrano took up her duties as Permanent Representative of Chile to the OECD on 30 April 2014. Ms. Serrano holds BD in Sociology from the Catholic University of Chile and a PhD in Sociology from the École de Hautes Études Sociales (Paris). Ms. Serrano has an extensive experience as a consultant and researcher in the fields of definition and implementation of public policies, particularly concerning decentralisation, regional development and poverty alleviation. She has been a professor at the Sociology Institute of Chile’s Catholic University and lecturer in the Master’s programme in Public Policy and Management in the Department of Industrial Engineering of the University of Chile, and also in the Public Policy Diploma program in the Department of Economics. From 1994 to 1995, she was the Programme Head of FOSIS (the Fund for Solidarity and Social Investment) at the Ministry of Planning. In 1996 and 1997 she worked as a researcher at CIEPLAN (the Economic Research Corporation for Latin America), where she also worked in the 1980s. In 1998 Ms. Serrano founded a research and consulting company specialised on public policies’ called “Consulting for Development”, where she worked until 2006.

Kaori Sasaki is one of the most prominent female business leaders in Japan regarding diversity and women’s advancement. She established UNICUL International, Inc., a communications consultancy, in 1987, and ewoman Inc. (www.ewoman.jp), an influential diversity think tank and consultancy that provides marketing, branding, product development, and training to major corporations, in 2000. She is also the producer and chair of the International Conference for Women in Business, the largest women’s conference in Japan, which recently celebrated its 20th anniversary with over 1100 participants including the Prime Minister of Japan. She also serves as a board member on several public corporations and on councils of various Ministries and was selected by Prime Minister Abe to serve on the Regulatory Reform Council. Ms. Sasaki appears regularly in the media and is an author of several best-selling books. She traveled extensively as an international news reporter for the top-rated news show and anchored the “CBS 60 Minutes” show in Japan. Ms. Sasaki received a BA from Sophia University in Tokyo in 1983 and an honorary doctorate degree from Elmira College in New York in 2008.
Neil Murray is regional chairman of Sodexo UK & Ireland and CEO for Sodexo’s corporate services business in the UK & Ireland. He joined Sodexo in 2009 as managing director corporate services and has played a crucial role in growing Sodexo’s integrated facilities management business in the corporate sector. Under Neil’s leadership, Sodexo has grown significantly in the integrated FM market and in the provision of large global services contracts for blue chip companies. Neil previously worked at international facilities maintenance company, GSH Group plc, where he was managing director for the UK and Ireland for four years. Neil worked for GSH in the UK, USA and Ireland, and prior to this worked for the ferry company, Stena Line, in Dublin. Neil is passionate about people. This includes not only Sodexo’s 34,000 employees but also employees at client organisations. The aim to improve the quality of life where Sodexo operates is a central theme for both Neil and Sodexo in the delivery of a wide range of services to clients in the corporate, healthcare, education, defence, justice and leisure markets.

Silvana Koch-Mehrin is the Founder of the Women in Parliaments a Global Forum (WIP), the worldwide network of female Politicians. WIP is an independent, non-partisan and not-for-profit foundation. Its mission is to advance society by increasing the number and influence of women in political leadership. Silvana has been a Member of the European Parliament 2004-2014. From 2009 to 2011 she was Vice-President (Deputy Speaker) of the European Parliament, and from 2004 to 2009 she was First Vice-President of the Alliance of Liberals and Democrats for Europe. She served in the committees on budget, on trade and on gender equality. Before her time in politics she founded and ran a public affairs consultancy in Brussels, which later merged with a larger US firm. She was also active as a talk-show host with her own show on two regional German TV channels, and is a contributor to national and international media. In addition to her voluntary work for WIP, Silvana act as Senior Advisor to EY Ernst & Young, as Senior Policy Advisor to gplus europe, and provides guidance on EU regulatory issues to a range of companies and governments.
Sarah Gordon is the Financial Times' Europe Business Editor. She previously spent five years in charge of the paper’s corporate coverage as Companies Editor. Prior to that role, she worked on the Lex desk, and on the Money team as deputy personal finance editor. She joined the FT in 2001 as a UK companies reporter, having worked at the United Nations Conference for Trade and Development in Geneva, and as a fund manager in London and in New York, most recently for Citigroup. She has a Bachelor’s degree in English Literature from the University of Cambridge and a Master’s in Latin American Politics and Economics from the University of Oxford.

Pierre Poret is Deputy Director of the Directorate for Financial and Enterprise Affairs of the OECD since June 2014, contributing guidance, strategy and support for the Directorate’s policy and standard-setting work in the fields of anti-corruption, corporate governance, competition, financial markets, international investment, insurance, private pensions and the Directorate’s contributions to OECD’s horizontal projects. Mr. Poret, a French national, is also the Directorate’s Coordinator for OECD Accession and the Chair of its Editorial Board. Mr. Poret was appointed Counsellor of the Director in the Directorate in 2011. From 2001 to 2010, he was Head of the Investment Division where he managed a team of 30 policy analysts, responsible for advising governments on international investment policies, corporate responsibility, international investment agreements and investment statistics standards. From 1998 to 2001 Mr. Poret held several positions at the OECD including Deputy Head of the Secretary-General’s Office. In 1986 he joined the OECD as an Economist in the Economics Department, becoming a Senior Economist in the Directorate for Financial, Fiscal and Enterprise Affairs in 1991.

Turid Elisabeth Solvang is managing director of the Norwegian Institute of Directors and chairs the board of European Confederation of Directors’ Associations, where, as a board member since 2011, she has contributed to initiatives in such areas as governance policy, nomination, evaluation, and diversity. Ms. Solvang is also vice-president of European Women on Boards. Turid E. Solvang holds master’s degree from BI Norwegian Business School in business economics. Ms. Solvang’s participation to the meeting is possible thanks to the support of European Women on Boards.
Mamta Binani is the President of the Institute of Company Secretaries of India for the year 2016 w.e.f. 19th January, 2016. She is the second lady President of ICSI in its illustrious history of 47 years. She is a Commerce graduate and a Fellow Member of the Institute of Company Secretaries of India. She was an All India Topper in the Intermediate Examinations of The Institute of Company Secretaries of India, amongst all the Lady Candidates in India and had ranked 14th on an All India Basis. She had been an empanelled trainer with ICICI Bank Limited, where she facilitated training in soft skills up to the chief managerial level on an All India Basis. She is associated with the financial sector, education sector and is an experienced mentor and counsellor to young professionals & students. She also serves as an Independent Director on few of the Boards. Ms. Binani was the first lady to have held the position the Chairperson of the Eastern India Regional Council of The Institute of Company Secretaries of India in 2010. She also holds various positions in prestigious chambers of commerce, NGO’s and Professional Associations.

Ashraf Gamal El Din the Chief Executive Officer of Hawkamah, the Institute for Corporate Governance, at the DIFC, Dubai government. The center has been promoting good governance in the MENA region since 2006 in cooperation with the OECD and the IFC. Hawkamah believes that it can be a strong partner of the new OECD MENA Competitiveness Program as sustainability is in the heart of competitiveness. He is a jury member, Arabia CSR Award, evaluating and rewarding best practice of CSR in organizations across the region. Dr. Ashraf was the Executive Chairman of Egypt Post. He was also the Deputy Director of the Egyptian Banking Institute, Central Bank of Egypt. Dr. Ashraf was the founder and Director of the Egyptian CSR & Global Compact Center, promoting CSR in Egypt. He worked extensively with the OECD in promoting responsible business conduct in the region. He was one of the key architects behind establishing the “OECD-MENA Responsible Business Forum” and was an active partner for the OECD MENA Investment program as well as the Co-Chair for the Forum.

Rima A. Turk joined the Nordic Unit of the European Department at the IMF in 2015 as an Economist, working on the financial sector, the housing market, and firm productivity. Prior to that, she was a tenured faculty member in finance at the Lebanese American University, a consultant for the IMF, World Bank, and the United Nations, and a regular visiting researcher at the Bank of Finland. Her research interests include the competition-stability nexus in banking, market discipline, bank risk weights, macro-financial linkages, Islamic finance, the measurement of credit constraints, and corporate governance. Her work covers developed and developing countries, European economies, Middle-East and North Africa, China, and Russia. It is published in the Journal of Banking and Finance, Journal of International Financial Markets, Institutions & Money, Journal of International Money and Finance, Journal of Comparative Economics, and Journal of Financial Services Research, among others. Ms. Turk holds a Ph.D. in finance from Cardiff University.
Sofia Falk has been working since 2008 with more than 40 global Swedish corporations (such as Ericsson, H&M, IKEA, Volvo, Scania, SAAB, Atlas Copco and Spotify) to help them upgrade their organizational culture, systems and processes in order to get more women into operating management positions. She continues to work with gender issues while also providing business solutions using a diversity and inclusion lens. Her method and results from acting as catalyst for change in these large corporations, which employ between 50-100,000 employees in 100 countries, have been awarded several times. She is one of the leading experts within the area of gender diversity in the private sector. Her to-the-point examples are inspiring for companies that want to speed up the process of tapping into the "full talent-potential" of employees so that it matters for their bottom line. Sofia is a great storyteller, which is why she founded We are the StoryDoers. She not only provides tools for change but also finds captivating ways to tell the stories that are a result of people acting differently.
Breakout session B: Policy choices and good practices in the public sector

Ambassador Michelle d’Auray has broad and varied experience in government, with over 10 years as a Deputy Minister. Prior to her appointment as Canada’s Ambassador, Permanent Representative to the OECD, Ms. d’Auray was the Deputy Minister of Public Works and Government Services Canada, from 2012 to 2015. This department is the Government of Canada’s principal procurement and real estate and asset management organization, including military procurement and the responsibility for the government’s Defence Procurement Strategy, which she developed and implemented. From 2009 to 2012, she served as the first woman Secretary to the Treasury Board, where she was responsible for the Government’s overall expenditure management system, and oversaw the one-year comprehensive expenditure review for the Government of Canada which led to savings of over CAN $6 billion in operations. Ms. d’Auray was the first Chief Human Resources Officer for the Government of Canada, establishing the Office and role in 2009. From 2007 to 2009, she was the first woman Deputy Minister at Fisheries and Oceans Canada; and from 2004-2007, she was President of the Economic Development Agency of Canada for the Regions of Québec.

Rolf Alter is Director for Public Governance and Territorial Development of the Organisation for Economic Co-operation and Development (OECD) in Paris. He leads a team of 230 staff to support governments in improving their public sector performance for inclusive growth and the competitiveness of their economies. Key areas include institutional reform, innovation, transparency and integrity in the public sector, results-oriented budgeting, regulatory reform, and the economics of regions and cities. Under his leadership, the Directorate pursues a programme of co-operation with a wide range of non-member countries and is engaged with international institutions to advance the research on empirical evidence and good policy practices of public sector economics and governance. Previously, Mr. Alter was Chief of Staff of OECD Secretary-General Mr. Angel Gurría. He joined the OECD in 1991. Throughout his career with OECD he held different positions in the Economics Department, Department of Financial, Fiscal and Enterprise Affairs, and the Office of the Executive Director of the OECD. Prior to joining the OECD, Mr. Alter was an economist in the International Monetary Fund, in Washington D.C. He started his professional career in 1981 in the German Ministry of Economy.

Agnes Arcier has gained extensive and varied experience within the French Administration. She is head of Public Finances, graduated from the ESSEC and ENA and is currently in charge of Risk and Audit in Val d’Oise. She was the former President of the Executive Board and General Director of the Adetef, which is the Association for the Development of Exchanges in Economic and Financial Technology. Previously she held the role of Deputy Director General in charge of innovation and competitiveness development at the Ministry of the Economy, she was also Director of the Cabinet of the Secretary of State for Foreign Exchange in 1995, and received in 1996, an award from the Japanese Organisation of Foreign Exchange. An award granted only for 5 people in the world each year. She is Honorary President - Founder of the association of Senior Females civil servants, which is a modern administration which argues in favour of a managerial approach of the reform of the State. She is the author of a book on the link between female values and the performance of an organisation, Le Quotient féminin de l’Entreprise. She has received the National Order of Merit in 2000 and 2012, the Legion of Honour in 2008, and the Sacred Treasure (Japan). She was a locally elected politician.
Nurhayati Ali Assegaf was born in July 17, 1963 in Solo, Indonesia. She got her PhD in Social and Political Studies from Gajah Mada University, Yogyakarta, Indonesia. She is the Chairwoman of the Committee for Inter-Parliamentary Cooperation of People's Representative Council, member of Commission 1 on on Defense, Intelligence, Foreign Affairs, Communication and Information. She is also a Vice president of Democratic Party and member of the Indonesia House of Representative since 2004. Currently, she is Head of Task Force for Sustainable Development Goals in Indonesia. She is a strong proponent of women’s empowerment and gender issues. Dr. Assegaf has been active both as a participant and chairperson in the meetings and committees of the IPU, in particular as a member of its Executive Committee and its Sub-Committee. She is President of the IPU Coordinating Committee of Women Parliamentarians from 2011 to 2014. Believing strongly in the need to develop the regional dimension of parliamentary cooperation, Dr. Assegaf has played an active part in regional forums such as the Asian Parliamentary Assembly (APA); the ASEAN Inter-Parliamentary Assembly (AIPA); the Forum of Asia-Pacific Parliamentarians for Education (FASPPED); and the Parliamentary Union of OIC Member States (PUIC).

Alice Ripley was appointed JAC Head of Policy and Change in December 2014. She joined the JAC in September 2011 as Head of the Commissioners' Secretariat and Private Secretary to the Chairman. Alice previously worked for the Ministry of Justice on a variety of policy areas including sentencing reform.

Monika Queisser is Senior Counsellor and Head of Social Policy Division at the OECD, where she supervises and coordinates the work on social protection spending, social indicators, pensions, family policies, tax-benefit systems and income inequality and poverty. She also leads the OECD-wide gender initiative which examines gender inequalities in education, employment and entrepreneurship. Her background is in pension system analysis and pension reform. She has been working at the OECD since 1997. In 2007-2008, she worked as an adviser to the OECD Secretary-General. Prior to joining the OECD, Ms. Queisser worked at the World Bank in Washington, D.C. She was a member of the pensions and insurance group in the Financial Sector Development Department. Her first employment was with the German Ifo Institute for economic research in Munich. Her professional experience also includes employment as a journalist at daily newspapers and broadcasting in Germany.
Martine Meheut is the Founder and Chair of the Citizens for Europe. She began her career in the marketing industry with major international groups. She has a Ph.D. in Philosophy and has taught preparatory classes for undergraduates taking the H.E.C entrance exam. She currently chairs the European Teachers Association and is a member of the National Board of the European Movement. She has received the "European Woman" award in 1998-99. She is the author of several essays, such as *Le fédéralisme est-il pensable pour une Europe prochaine ?* (Kimé, 1993), *L’esprit du fédéralisme* (Comité français du centre d’éducation européenne, 1997); *Penser le bonheur* (Ellipses, 1997), *Le bonheur athénien*. Furthermore, she is the Director of a collection of contemporary European essays on philosophy at ALINEA collections.
Closing session: Lessons Learned

Mari Kiviniemi took up her duties as OECD Deputy Secretary-General on 25 August 2014. Her role consists of sharing her extensive experience to help increase the impact and relevance of OECD work and to contribute to the public policy challenges of promoting inclusive growth, jobs, equality and trust. She is responsible for the strategic oversight of the OECD’s work on Efficient and Effective Governance; Territorial Development; Trade and Agriculture, as well as Statistics. She is also responsible for advancing the Better Life Initiative. Ms. Kiviniemi was Finland’s Prime Minister from 2010 to 2011. Previously, she was Special Advisor on Economic Policy to the Prime Minister, Minister for Foreign Trade and Development, Minister for European Affairs and Minister of Public Administration and Local Government. Elected for the first time at the age of 26, she was a Member of Parliament from 1995 to 2014, chairing and participating in a vast number of committees. She also held a variety of leadership positions in her political party, the Finnish Center Party. An economist by training, she studied political science at the University of Helsinki and holds a Master’s degree in Social Sciences.

Sarah Gordon is the Financial Times’ Europe Business Editor. She previously spent five years in charge of the paper’s corporate coverage as Companies Editor. Prior to that role, she worked on the Lex desk, and on the Money team as deputy personal finance editor. She joined the FT in 2001 as a UK companies reporter, having worked at the United Nations Conference for Trade and Development in Geneva, and as a fund manager in London and in New York, most recently for Citigroup. She has a Bachelor’s degree in English Literature from the University of Cambridge and a Master’s in Latin American Politics and Economics from the University of Oxford.

Ambassador Michelle d’Auray has broad and varied experience in government, with over 10 years as a Deputy Minister. Prior to her appointment as Canada’s Ambassador, Permanent Representative to the OECD, Ms. d’Auray was the Deputy Minister of Public Works and Government Services Canada, from 2012 to 2015. This department is the Government of Canada’s principal procurement and real estate and asset management organization, including military procurement and the responsibility for the government’s Defence Procurement Strategy, which she developed and implemented. From 2009 to 2012, she served as the first woman Secretary to the Treasury Board, where she was responsible for the Government’s overall expenditure management system, and oversaw the one-year comprehensive expenditure review for the Government of Canada which led to savings of over CAN $6 billion in operations. Ms. d’Auray was the first Chief Human Resources Officer for the Government of Canada, establishing the Office and role in 2009. From 2007 to 2009, she was the first woman Deputy Minister at Fisheries and Oceans Canada; and from 2004-2007, she was President of the Economic Development Agency of Canada for the Regions of Québec.
Evelyn Regner is Member of the European Parliament 2009, holds a degree in law studies at the University of Salzburg. After being re-elected in 2014, she has been named S&D Coordinator of the Legal Affairs Committee, Member of the Committee on Tax Rulings and Other Measures Similar in Nature or Effect, substitute Member of the Employment and Social Affairs Committee as well as substitute Member of the Committee on Women’s Rights and Gender Equality. Her main focus has always been on labour-related affairs, namely the improvement of workers’ rights and the reduction of unemployment. Additionally, she is dedicating her work to fighting inequality in the fields of gender politics, taxes and wealth. In July 2009, she was first elected a Member of the European Parliament and has been representing the Social Democratic Party of Austria (SPÖ) as well as the Progressive Alliance of Socialists and Democrats group ever since. In her current mandate, after being re-elected in 2014, she has been named the Coordinator of the Legal Affairs Committee for the S&D group, Member of the Committee on Tax Rulings and Other Measures Similar in Nature or Effect, substitute Member of the Employment and Social Affairs Committee as well as substitute Member of the Committee on Women’s Rights and Gender Equality.

Ambassador Annika Markovic took up her duties as Permanent Representative of Sweden to the OECD and UNESCO on 18 February 2014. Ms. Markovic started her diplomatic career at the Foreign Ministry in 1990, working on multilateral issues such as disarmament and non-proliferation and reform of the United Nations. She was first secretary at the Swedish Mission to the United Nations in New York 1995-1999 and was appointed Deputy Director at the multilateral department at the Ministry in 2000. Between 2003 and 2007 she served as Sweden’s Ambassador to the Philippines and Palau. In August 2007 she was appointed Sweden’s Ambassador to Brazil also accredited to Suriname. From September 2011 until her nomination as Permanent Representative of Sweden to the OECD and UNESCO, Ms. Markovic was in charge of international negotiations in the field of environment and sustainable development as Sweden’s Environment Ambassador at the Ministry of the Environment. She has co-chaired the Arctic Council high-level task force on black carbon and methane as well as the Climate and Clean Air Coalition, a global initiative to reduce emissions of short-lived climate pollutants that Sweden has been part of developing.

Ambassador José Ignacio Wert took up his duties as Permanent Representative of Spain to the OECD on 27 August 2015. In 1973 Mr. Wert joined RTVE, was appointed Director of the Research Department in 1977 and subsequently nominated Research Director of the Centre for Sociological Research of the Spanish Government. In 1980 Parliament elected him member of the Governing Board of RTVE, where he remained until 1983. From 1983 to 1987 Mr. Wert was elected Counsellor for the City Hall of Madrid and subsequently Congressman. In 1987 he resigned from his post of Congressman and founded Demoscopia, a private company leader in public opinion research. In 1994 Mr. Wert took up the Presidency of Sofres Audiencia de Medios and from 2003 to 2005 he is General Director for Corporate Relations of the BBVA Group which he leaves in 2005 when he starts his own consulting firm, Inspire Consultores. Throughout his professional career, Mr. Wert was also the President of the Council of the ESOMAR World Research and of the European Foundation for Quality Management (EFQM). From December 2011 until his appointment as Permanent Representative of Spain to the OECD in 2015, Mr. Wert served as Minister for Education, Culture and Sports.
Fianna Jurdant has more than 18 years’ experience advocating sound corporate governance policies and practices globally. As a Senior Policy Analyst in the OECD Directorate for Financial and Enterprise Affairs (DAF), she leads the strategic design and implementation of the Organisation’s work to promote the OECD’s international corporate governance benchmarks in Partner countries (China, India and Indonesia). She also manages regional initiatives in Asia as well as the Middle East and North Africa, in order to maximise the visibility and impact of the G20/OECD Principles of Corporate Governance and the OECD Guidelines on Corporate Governance of State-Owned Enterprises. Since 2012, Ms. Jurdant has contributed to the OECD Gender Initiative, particularly on the topics of women on boards and women in senior management. She has served as a corporate governance expert at hearings of the European Parliament on women on boards, the European Women on Boards Organisation and Arborus, a fund for gender equality in Europe. She continues to develop initiatives to fill the data gap and examine the impact of various policies on gender balance at the top of companies. Ms. Jurdant, an American and French national, is a member of the Professional Women’s Network and the OECD Women’s Network Steering Group.

Tatyana Teplova has been working at the OECD since 2010 and is currently the Deputy Head of Division for the Governance Reviews and Partnerships Division in the Public Governance and Territorial Development Directorate. She currently leads the OECD work on Gender Equality in Public Life across the globe by developing international standards, advising governments on gender-sensitive policy-making and gender equality strategies, expanding gender-disaggregated data, promoting policy dialogue, and strengthening institutional and legal capacity building for gender equality in public life. This work spans OECD countries, the Middle East and North Africa region, Latin America and the Caribbean, and Central and Southeast Asia. Current projects focus on country gender reviews, women’s access to justice, promoting women in Parliaments and policy-making, equipping governments with tools needed to enable gender-sensitive workplaces and policy-making, and tailoring a methodology for collection and expansion of comparative gender disaggregated data at the national and sub-national level. Most recently, she led the development of the 2015 OECD Recommendation on Gender Equality in Public Life, a policy instrument to support countries in enhancing the effectiveness of gender equality and mainstreaming gender across government policies. The Recommendation was welcomed by Ministers at the OECD’s Public Governance Ministerial in Helsinki, Finland in November 2015.
Pinar Guven joined the OECD in 2013 and is a policy analyst on issues related to gender equality in public life at the Governance Reviews and Partnerships Division in the Public Governance and Territorial Development Directorate. Her work spans undertaking OECD country reviews on the effectiveness of gender public policies, developing tailored policy recommendations for OECD member and partner countries on governance of gender equality, supporting capacity building activities to enhance women’s access to public leadership. Most recently, she worked on the development of the 2015 OECD Recommendation on Gender Equality in Public Life, a policy instrument to support countries in enhancing the effectiveness of gender equality and mainstreaming policies in public life. Before joining the OECD, she worked at UNESCO’s Gender Equality Division in Paris and United Nations High Commissioner for Refugees’ office in Ankara. Ms. Guven holds a Master’s Degree in International Administration from Sorbonne University in Paris, and a BA in International affairs from Sciences Po in Strasbourg and Galatasaray University in Istanbul.

Elodie Pierre is the events co-ordinator and programme officer in charge of key events for the Directorate for Financial and Enterprise Affairs. She looks after the Global Forum on Responsible Business Conduct, the launch of the ECD Business and Finance Outlook and the anti-bribery Ministerial amongst others.

Katrina Baker is a Project co-ordinator in the Corporate Affairs Division, providing support and organising events associated with programs in Latina America and the MENA region as well as division work on pre-accession and non-member participation to the Corporate Governance Committee and the Working Party on State-Ownership and Privatisation Practices.

Makeda Yohannes is an Event co-ordinator in the Governance Reviews and Partnerships Division in the Public Governance and Territorial Development Directorate providing support and organising events associated with Gender Equality in Public Life, the OECD work on access to justice as well as the Public Governance Country Program of Kazakhstan.