Icon Group & Kanton Zurich present

The 9th Global Diversity & Inclusion Seminar: The Future of Inclusion

18 – 19 February 2016, Zurich Marriott Hotel

#icondiversity
Thank you for attending the Icon Group executive learning event in collaboration with the Canton of Zurich: The Future Of Inclusion.

We welcome you to this 9th annual edition of the Global Diversity & Inclusion Seminar here in the beautiful city of Zurich, and we are proud to collaborate with the Office for the Equality of Men and Women, from the Canton of Zurich, in delivering this seminar where senior level executives and thought leaders will share their perspectives, models and strategic approaches towards building successful organisations that truly embrace inclusiveness and diversity.

Since its inception in 2007, we have had the pleasure of working with delegates and speakers from many of the world’s largest organisations and institutions around the globe and with each year we strive to build on the success of previous editions in preparing a robust agenda whilst creating a warm, relaxed atmosphere that promotes healthy discussion and debate.

We hope that this environment combined with the calibre of attendees, will help facilitate a sense of community here at the event and we encourage you to approach any of our team members should you have any questions or need any assistance throughout the two days. If we are unable to answer your question directly we will endeavour to find someone who can.

This documentation contains the agenda and speaker biographies along with notes pages for each session. (Please note each attendee will receive a copy of approved presentation slides where possible, after the event).

We thoroughly appreciate your time, energy and contribution during these two days and wish you a very successful and beneficial seminar.

Warm regards,
The Icon Team & The Canton of Zurich.
HELENA TRACHSEL
Head of Office for the Equality of Men & Women
KANTON ZURICH

Helena Trachsel is the Head of the Office for the Equality of Men and Women of the Canton of Zurich since 1 June 2011. For thirteen years, Helena Trachsel used to be responsible for Diversity Management in Switzerland and worldwide with the reinsurer Swiss Re. In this function, she dealt with the question of equality, health, sexual orientation, work-life-balance and childcare. She also served as an in-house ombudsdispersion and was part of the crisis management group.

She has years of experience as a specialist for equality and diversity in the private sector. Helena Trachsel has lived in the Canton of Zurich for 30 years, she is married and the mother of two children.

Before working with Swiss Re, Helena Trachsel used to be with the Swiss Public Services Union (PSU) for seven years, assisting and counselling the members in social affairs.

MATTHIAS MOELLENEY
Event Co-Chair & Owner
PEOPLE-XPERT

Matthias Moelleney is owner of the consulting company peopleXpert gmbh in Uster, Switzerland, and Head of the Center for HRM & Leadership at the HWZ University for Applied Sciences in Business Administration Zurich.

Matthias Moelleney (1960) started his career in human resources at Lufthansa in 1982, where he held a variety of management posts. After moving to Switzerland in 1998, he served as Head of HRM and member of the Executive Board at Swissair, Centerpulse and Unaxis.

Further to his training in business economics, he participated in advanced strategic management studies from the INSEAD business school at Fontainebleau (F). He gives lectures at national and international universities, and is the author of several published works on the subject of personnel management, Leadership and Change Management. Matthias Moelleney is a German and Swiss citizen, married and the father of two children (born 1985 and 1987).

PROF. ELISABETH KELAN
CRANFIELD SCHOOL OF MANAGEMENT

Elisabeth Kelan, PhD, is a Chaired Professor of Leadership at Cranfield School of Management and the Director of the Cranfield International Centre for Women Leaders. Her research focuses on women and leadership, generations in organizations, leadership and diversity and inclusion.

She has published two books (Rising Stars - Developing Millennial Women as Leaders and Performing Gender, both with Palgrave) and numerous peer-reviewed articles in academic journals and practitioner reports. She is the series editor for the Routledge Studies in Gender and Organizations book series, an associate editor of the journal Gender, Work and Organization and she is on the editorial board of the British Journal of Management.

The Times featured her as one of the management thinkers to watch and her research is regularly reported in the media. She sits on the advisory boards of the Women’s Empowerment Principles, a partnership initiative of UN Women and the UN Global Compact.

MARIE MOYNIHAN
Chief Diversity Officer & Vice President of Talent
DELL

Marie leads an end-to-end global talent organization of more than 500 team members around the world, spanning Talent Acquisition, Talent Management and Diversity & Inclusion. Under Marie’s leadership, the team aims to attract, develop and retain the very best and most diverse talent in the industry. Additionally, she oversees the HR function for Dell’s Europe Middle East and Africa (EMEA) region.

Marie has been with Dell for more than 13 years. She is a diversity champion, having brought Wise, Dell’s employee resource group for gender diversity, to EMEA more than 8 years ago. Before joining Dell, Marie worked for Intel Corporation, heading up HR in their European manufacturing facility for eight years. She has also spent six years in consulting.

In 2008 Marie gained external recognition in Ireland as Image Magazine’s ‘Professional Woman of the Year’ and, in 2012 and 2015, she was nominated as one of Ireland’s ‘Top 25 Most Powerful Women’. She is married with one child and lives in Ireland.
SANDRA ALTINE  
Managing Director of Global Diversity & Inclusion  
MOODY’S

Sandra joined the firm in 2011. As a member of the HR Leadership Team, she has responsibility for advancing Moody’s commitment to global diversity and inclusion. In partnership with their Global Diversity Council, she sets the D&I strategy for the firm. Sandra partners with business leaders on implementing strategic initiatives related to attracting, retaining, and promoting a diverse workforce.

Under her leadership Moody’s was recognized for three years in a row, as one of the Human Right Campaign’s Best Companies for LGBT Equality and their partnerships with Morehouse College and Howard University have yielded internships and full-time opportunities for students of color. Sandra has spoken at the Conference Board’s D&I Conference; Women of ALPFA Leadership Conference; INROADS Executive Roundtables; Out On The Street – London and most recently at the Wharton HR Forum. Sandra has over fifteen years of diversity and human resources-related experience.

STEFANIE NENNSTIEL  
HR Expert for D&I & Global Program Lead for Autism at Work  
SAP

Stefanie Nennstiel is Human Resource Expert for D&I and global program lead for Autism at Work, SAP’s employment model of Autists. In this role she is responsible for the set-up of the global employment strategy and local rollout. In addition to this role Stefanie Nennstiel is the lead for the work stream ‘Differently abled people’ as part of the global D&I portfolio.

Stefanie joined SAP in 1992 as part of Field Services (FS), where she worked on many different customer implementation projects. She then was responsible for the global education program for FS. She moved to Human Resources in 2006. In 2008 Stefanie took the lead for Global Career Framework, Global Job Codes and supported the strategic Global Grading System. In 2013, Stefanie took on the lead for the work stream ‘Differently Abled people’ and the program lead for Autism at Work.

DENA Y. LAWRENCE  
LGBT Lead - Diversity & Inclusion Council  
MICROSOFT

Dena is passionate leader and visionary, who wears several hats for Microsoft. In her “day job” as a Business Evangelist for Microsoft Ireland, she increases Microsoft’s bottom-line by creating and driving strategic win-win relationships with software developers and partners who integrate the Microsoft technology and services platform into their own business models.

As the EMEA Director for Microsoft’s LGBT employee resource group GLEAM (“Gay & Lesbian Employees at Microsoft”) she has the privilege to reflect Microsoft’s commitment to Diversity and Inclusion by leading and inspiring a network of extremely talented peers to increase Microsoft’s impact on LGBT social equality causes across the EMEA region. She was recently named one of Ireland’s Top 3 LGBT Inclusion Champions of the Year at the 2015 Gay & Lesbian Equality Network’s “Workplace Equality Index” Awards. Dena is a native of California who left in 2009 to pursue an MSc in Organisational Behaviour in the Michael Smurfit Graduate School of Business.

PROF. WINFRIED RUIGROK  
Dean of the Executive School of Management, Technology & Law  
UNIVERSITY OF ST. GALLEN

Professor Winfried Ruigrok (NL) is the Dean of the Executive School of Management, Technology & Law at the University of St.Gallen. The Executive School is the University of St.Gallen’s platform for all executive education programmes. Furthermore Winfried is a Professor of International Management and the Director of the Research Institute for International Management at the same university.

The Competence Centre for Diversity and Inclusion (CCDI) at this Institute conducts cutting-edge research on diversity and inclusion (D&I) and provides guidance and training to companies on how to promote and manage D&I in their organisations. Winfried studied and obtained his doctorate at the University of Amsterdam. He previously worked in the Netherlands, Belgium and the UK. Winfried’s papers have been published in leading scholarly and popular outlets. He can be followed at twitter.com/WinfriedRuigrok.
SPEAKERS

PROF. DR. SITA MAZUMDER
UNIVERSITY ST. LUCERNE

Sita Mazumder attained her Ph.D. in Banking and Finance 2001 from the Swiss Banking Institute, University of Zurich, summa cum laude. One year later, her doctoral thesis was heralded with the Annual Research Award from the University of Zurich. Her academic path led her among others to the Leonard N. Stern School of Business, New York University.

In 2011 Sita was elected to be a member of the International Visitor Leadership Program by the US Department of State. Currently, Sita is a Professor at the Institute for Financial Services Zug IFZ / Lucerne University of Applied Sciences and Arts and lectures at various institutions. Important steps in her professional experience include the Swiss Financial Market Supervisory Authority FINMA (formerly the Swiss Federal Banking Commission SFBC), UBS, and others. She runs her own consulting company PURPLE and acts as member of various Boards of Directors and Trustees, among them Coutts & Co. Ltd and Hilti.

PROF. DR. GUDRUN SANDER
Diversity & Inclusion Expert
UNIVERSITY OF ST. GALLEN

Gudrun Sander is Associate Professor for Business Administration with special emphasis on Diversity Management at the University of St.Gallen, Switzerland. She is Director for Diversity and Management Programs at the Executive School of Management, Technology and Law where she is in charge of the executive education program "Women back to Business", a unique management program for highly qualified female returners.

As Director of the Competence Centre for Diversity and Inclusion at the Research Institute for International Management (CCDI-FIM) she leads projects for improving inclusive leadership and strategic diversity management in large international companies. For more than 20 years she works with boards, top management teams and executives and is well-known for publications on diversity management and strategic management in non-profit organizations. She is a member of the Principles for Responsible Management Education (PRIME) Working Group on Gender Equality and of the Women's Empowerment Principles (WEPs) Leadership Group of UN Women and UN Global Compact.

VERONIKA HUCKE
Founder and Director at D&I Strategy and Solutions & Former Global Head of Diversity & Inclusion Philips

Veronika is a seasoned leader with deep expertise in inclusion and diversity, change management and communications. After a career of almost 25 years in large scale, global high tech companies, she has just founded D&I Strategy and Solutions, a global consultancy firm that combines deep subject matter expertise with extensive experience in driving change in large scale organizations.

In her previous role as Global Head of Diversity & Inclusion (D&I) at Philips, Veronika collaborated with leaders across the organization to define the D&I business case and agenda and to prioritize actions to drive measurable outcomes. She has partnered across functions to ensure that inclusion and diversity are a core part of Philips’ culture change program and embedded in all HR processes. Her background is in Public Relations and brand management: Veronika started her career as a press officer at Hewlett-Packard and held leadership roles at Xerox, Alcatel and Philips.

Veronika is part of the faculty of the The Conference Board’s ‘D&I New Leaders Academy’ and has acted as a member of the Executive Committee of their ‘Diversity in Business Council’. Her work was recognized with a number of prestigious awards for ‘Best Internal Communications’, ‘Best Integrated Communications’ and ‘Best Sustainability Campaign’. She was also shortlisted two consecutive years for the ‘European Diversity Award’.

BETINA BALITZKI
Former Global Head of Diversity
SWISSCOM

Betina Baltzki is Managing Director of Spouse Career Centre GmbH. This competence centre supports the partners and families of international hires and expats with career counseling as well as coaching. Offers cultural integration, diversity consulting and much more. The company was founded in 2001 within NOVARTIS AG and has many global companies within Switzerland as their valuable customer base. Betina was Head of Diversity for Swisscom AG until July 2015, the largest Telecommunication firm with 20'000 employees. She was one of the first within the Swiss Diversity Community to achieve a KPI setting together with the Management Board for Mixed Leadership of 20% and achieved place three in the first Diversity Index.

Betina has a very diverse background and was holding various strategic positions within Telecommunications. She holds and MBA, has lived, studied and worked in Germany, Canada, The Netherlands, Africa and Switzerland. She is mentor for young executives and coach for professionals in her current role. Betina is married and has two young kids.
SANDRA KERR, OBE
Race Equality Director
BUSINESS IN THE COMMUNITY

Sandra is the National Campaign Director for Business in the Community’s Race Equality campaign, a business led network of organisations from the private and public sector working and committed to race equality as part of their good business practice. Sandra works together with the Race for Opportunity board to set the agenda for race diversity in the UK as a business imperative.

Sandra is particularly passionate about inclusive leaders and raising the profile of senior role models from diverse backgrounds to inspire the next generation and creating an inclusive environment through mentoring and sponsorship.

Before joining Race for Opportunity Sandra worked in the Cabinet Office(UK) advising on diversity and policies on race, disability, gender, and work life balance across Whitehall(UK). Sandra has also managed very large teams in a frontline delivery role and also spent some years as a personal development and IT skills trainer.

In January 2012, Sandra was awarded an OBE in the Queen’s New Year’s honours list for services to Black and Minority Ethnic People.

June 2015 sees Sandra join the Royal Society Diversity Committee by invitation and in April 2016 Sandra won the Women: Inspiration and Enterprise (WIE) Equality Award.

DAVID POLLARD
Executive Director
WORKPLACE PRIDE FOUNDATION

David Pollard is co-founder and Executive Director of the Workplace Pride Foundation. The Foundation represents the LGBT networks of 44 prominent companies and organizations and strives for greater LGBT workplace inclusion internationally.

He has worked for over 25 years in the international corporate world, 12 of which have been dealing with LGBT issues on an international level. David is founder and former Global Chairman of ING’s LGBT employee network “Gala” and in his 15 year career at ING, fulfilled a number of responsibilities including the creation and management of ING’s European Affairs Department.

David holds degrees in International Relations (BA, Political Science and Business, University of Oklahoma, USA) and in European Affairs (Masters: Diplome d’Etudes Europeen, Université Catholique de Louvain, Belgium). He lives in Amsterdam with his husband Michael.

RAQUEL BLANC GUTIÉRREZ
VP Diversity & Inclusion
PHILIP MORRIS INTERNATIONAL

Working in the FMCG industry for over 20 years, Raquel Blanc Gutiérrez has gained experience across a variety of business functions such as Sales & Marketing, Corporate Affairs, HR and General Management. Since 2013, she is VP of Diversity & Inclusion for PMI, responsible for defining the D&I Global Strategy and supporting the implementation throughout the numerous affiliates globally. In collaboration with the local teams, Raquel works to establish each country’s business case, focus areas and strategy for Diversity & Inclusion as well as sharing best practices, providing tools and defining/monitoring global targets.

Sustainable and applied Flexible Work Arrangements as well as ensuring that pay principles apply equally to men and women are two key pillars for making progress on this journey. Though professional experience stems from a variety of assignments, in this one she can blend in her passion and conviction to move beyond established boundaries.

JULNAR RIZK
L&D Partner, Lead for D&I Learning
FACEBOOK

Working in diversity & inclusion since 2000, Julnar Rizk is part of Facebook’s global leadership development team, and leads the practice area of D&I learning, enabling leader capabilities that foster innovative global teams and environments. Julnar has been a leadership consultant for boutique firms supporting Fortune 50/100/500 companies throughout multiple industries, and has grounded her work to encompass intercultural communication arenas. She has been a certified, professional coach since 2004, and prior to Facebook, she worked at Oracle, supporting the engagement of current and future Oracle women leaders through community leadership in the Americas, Europe, Middle East, and Africa.

Formerly a licensed physical therapist, with a specialty in spine and advanced orthopedics—her first foray into adult learning challenges particularly in the face of obstacles—Julnar earned a Masters in Physical Therapy from East Carolina University and more recently, a Masters certificate in Learning and Organizational Change from Northwestern University.
TANYA M. ODOM
Diversity, Inclusion & Well-being Expert
Tanya Odom, Ed.M. is a global consultant, facilitator, professor, author, Executive Coach and thought leader. As a facilitator, consultant, and strategic partner, Tanya’s work is on topics including inclusive leadership, race/racism, gender equality, mindfulness and well-being, diversity and innovation, educational equity, and girls’ leadership development.

As a mindfulness practitioner, Tanya weaves mindfulness research and practice into her work with individuals and groups and connects it to leadership, teams, and the mitigating of unconscious bias. She is the co-author of “Evaluation in the Field of Education for Democracy, Human Rights and Tolerance.” Tanya is a contributor to the Huffington Post, and her work and commentary also appears in Diversity Woman Magazine and on CNN.com. Tanya was named by Diversity Best Practices as “A Diversity Thought Leader to Follow on Twitter.”

ANIELA UNGURESAN
Co-Founder
EDGE CERTIFIED FOUNDATION
Aniela Unguresan is the co-founder of the EDGE Certified Foundation, a Swiss based foundation that runs the first global gender certification to companies with gender enlightened workplace policies.

Prior to co-founding EDGE Certified Foundation, Aniela acquired extensive professional experience as a consultant with Arthur Andersen and Andersen Consulting, a trader and project manager with TXU Europe and SIG Geneva, and as the CEO of GT Technologies. She holds an MBA from the University of Geneva and a BA in International Trade from the Academy of Economic Studies in Bucharest.

Aniela strongly believes that the time has come for businesses to move from vision to action, and that the EDGE certification process will enable them to understand what is holding them back, whilst providing them with a roadmap to achieve better performance and more inclusive workplaces.

Aniela’s most recent speaking engagements include Clinton Global Initiative NY, UN Women Empowerment Principles (WEPs) NY, Global Female Leaders Summit Berlin, JUMP Forum Paris, and the RobecoSAM Forum 2015.

CHRISTINE JORDI
Head of Diversity & Inclusion
CREDIT SUISSE
Christine is the Head of Diversity & Inclusion Switzerland with a strong focus on developing strategies in close collaboration with senior leaders of Credit Suisse Switzerland and implementing required programs that enhance and strengthen the D&I initiatives within the Swiss organization. Christine has broad leadership experience working globally in large change projects.

She joined Credit Suisse in January 2000. In her prior roles as Global Head of Operational Excellence Deployment and Global Program Lead Bank Efficiency Management she was responsible for introducing Lean Sigma to the Swiss organization and for implementing bank-wide restructuring projects. Christine studied Economics in Germany, obtained her Executive Master of Business Administration from the universities of Berne and Rochester and successfully completed the “Geist and Leadership” training at the Lassalle Institute.

MICHÈLE MEES
Co-Founder
CENTRE FOR BALANCED LEADERSHIP
Michèle started in the advertising industry, after which she was part of the launch team of two internet companies, and became partner in a marketing consulting company. She supports CEOs and management teams in creating a balanced organizational culture by developing feminine and masculine qualities. Her passion comes from her belief that this results in happier employees, stronger customer relations, high performing innovative teams and a more sustainable, respectful way of doing business.

Michèle is the author of “The Balanced Leader. Exploring the dynamics of masculine and feminine energy”, and of various publication on marketing and advertising. She holds a Bachelor in Sociology, two Masters in Communication Sciences and in Marketing and is trained in “Strategic Diversity” and Business Coaching at School for Coaching and Leadership. She is part of the jury of the WoMenatWork Award and Hot Momma finalist 2011.
LEIGH LAFEVER-AYER
HR Director, UK and Ireland
ENTERPRISE RENT-A-CAR

Leigh Lafever-Ayer oversees human resources for all operating groups and the UK corporate headquarters. She has over 25 years of experience with the company and has held a variety of roles in management and HR. Leigh champions, advises and sponsors diversity initiatives at Enterprise. Enterprise has been recognised by The Times as a Top 50 Employer for Women each year since the award’s inception in 2005 and Leigh was shortlisted for the Directing Diverse Talent Award by Opportunity Now in 2012 and 2015. The company has been nationally recognised for work done on university campuses in the area of employability and social mobility. Leigh is a Governor at Guildford College Group, sits on the Advisory Board for Global Diversity Practice and is an advisor Bridge Builders Mentoring Scheme.

DIMITRIOS GEORGAKAKIS
Lecturer
UNIVERSITY OF ST. GALLEN

Dimitrios is a Lecturer at the University at St.Gallen, and Responsible for Quantitative Research at the Competence Center of Diversity and Inclusion (CCDI). His research focuses on strategic leadership, CEO succession and Top management team diversity and examines how CEOs and other top managers independently, and interactively, impact strategic and organizational outcomes. This includes several aspects such as diverse experience and expertise of individual CEOs (individual-level), Top management team social and informational aspects of diversity (team-level), and strategies on how large international organizations can handle their diverse operations (firm-level).

His doctoral dissertation (completed in 2014) was a finalist for the Wiley-Blackwell Outstanding Dissertation Award of the Academy of Management conference for the year 2015. His research has received awards from several reputable academic organizations, and appears in scholarly outlets like Journal of World Business and the Academy of Management Best Paper Proceedings.

JULIA RUTSCH
Director | COO Deutsche Bank EMEA
DEUTSCHE BANK

Julia is the COO for EMEA Asset & Wealth Management Deutsche Bank, located in Switzerland. Previously she was the COO for Northern & Central Europe Wealth Management for the bank. Prior to joining Deutsche Bank, Julia was with JPMorgan in various COO roles within Asset & Wealth Management as well as Investment Banking in the UK, in Switzerland and Australia. Julia holds a Master of Banking & Finance at University of St.Gallen (HSG). Julia is also on the Board of Advance Switzerland for Deutsche Bank.

SIMONA SCARPALEGGIA
CEO Switzerland
IKEA

Before becoming CEO of IKEA Switzerland in 2010, Simona first joined IKEA in 2000 as HR Manager for IKEA Italy and in that position she defined the company’s diversity strategy and implemented various projects aimed at managing diversity in areas of gender, age, and ethnicity. In 2004 she was appointed Store Manager for the build up and management of the Rome store and in 2007 she became deputy Country Manager in Italy.

In 2009 she co-founded together with top female managers of other companies ValoreD, a non-profit association aimed at promoting and facilitating with concrete actions the growth of female managers in Italy. She has been President of Valore D until July 2010 when she left the country for her new challenge in Switzerland. In 2013 she co-founded and she is the President of Advance, an association of Swiss based companies whose purpose is to increase the presence of women in leadership positions in Swiss based businesses through different empowerment activities.
Yvonne Seitz is Head of Diversity & Employer Branding at AXA Winterthur. The topic of demographic change and its impact on the staffing policy is one of the top priorities within her job, in particular with regard to gender and age diversity. Under her aegis, AXA Winterthur received various awards and launched an external campaign on flexwork. Yvonne Seitz has a Master in German philology from the University of Berne. Prior to her engagement at AXA Winterthur, she worked as an editor, presenter and producer for the Swiss national TV. One of her key statements is: "the future is male AND female – and needs young AND experienced staff."

SONYA RICHARDSON
President
PWN GLOBAL

With extensive experience in change consulting Sonya, as partner with Spark – Change for Growth (www.sparkforgrowth.com), works with global clients across industries from banking to technology to professional services, on transforming organizational cultures, strengthening top team effectiveness and increasing personal growth.

As a McKinsey & Company alumni, Sonya is dedicated to facilitating change for growth and passionately contributes personal time as President of PWN Global (www.pwnglobal.net) to expand the Professional Women's Network and transform leadership to include more female talent. As a former financial reporter, Sonya aims to continuously spread the news on the relevance of gender diversity in decision making bodies, globally. PWN Global is a vibrant and dynamic global federation of more than 25 professional networks and a reach of over 20,000+ women. It is the only on the ground international network and apart from its 600+ events across its network, it is known for its impactful mentoring program.

THOMAS VAN DER STAD
General Manager
SPECIALISTERNE SCHWEIZ

Thomas is the MD of Specialisterne Schweiz. He is also the CEO of Foundation Autismuslink Ostermundigenstrasse. He studied Art Therapy, Art Education in North Germany and NDL Management and Leadership at the HfH (University of Applied Sciences of Special Needs Education) in Zurich.

He holds 15 years of experience in Organizational Development, Change Management and Leadership. Thomas is a Senior Consultant in the field of the Autismus Spectrum for Adolescents and Adults. Senior Art Consultant.

KATE HUGHES
Group Head of Diversity & Inclusion
ZURICH INSURANCE GROUP

Kate is the Group Head of Diversity and Inclusion at Zurich Insurance Group, having previously been Global Head of Talent Management (Group Functions, Operations & Technology). Kate is also a founder and Co-President of The Powerhouse, an internationally focused network that brings together women of diverse cultural and professional backgrounds. When moving to Switzerland in 2008, she founded Latitude Consulting AG, providing leadership & talent development, change management, executive coaching, and diversity interventions to help companies maximize their business effectiveness.

In Australia, she worked in a number of executive roles including: Head of Culture and HR Strategy; and Head of HR for the Corporate and Institutional Bank, at Westpac Banking Corporation. She also held HR roles at the law firm Blake Dawson Waldron, and at American Express Australia Limited. Kate began her career in HR at the Australian Federal Attorney General’s Department. Kate holds a Bachelor of Arts from the University of Canberra, and an MBA from Charles Sturt University.
CAROL ROSATI OBE
Global Head of Inspire
HARVEY NASH

In 2008 Carol founded Inspire, a global network supported by Harvey Nash, which now connects over 5000 board level businesswomen across four continents. She is equally passionate about creating a sustainable pipeline and works with schools to inspire the next generation. She chairs many business events to share best practice in diversity and inclusion, using the content from Inspire's Diversity Toolkit and the forthcoming Inclusion Toolkit to promote discussion. Carol also champions diversity initiatives within the Harvey Nash Group that have transformed recruitment practices, resulting in accreditation from the UK Department for Business, Innovation and Skills for its work in helping small and medium sized companies increase female participation on boards.

In 2015, she was awarded an OBE in the Queen's Birthday Honours list for services to Women in Business and included in Brummell’s Inspirational Women 2015, City Champions of Diversity list.

MAUDE JULIEN
Senior Consultant, Workforce Analytics & Planning
MERCER

As a Senior Associate in Mercer’s Workforce Analytics & Planning practice in London, Maude works with clients across a range of consulting projects including workforce planning and human capital strategy. Maude’s role is to collaborate with clients to ensure that their people strategy is aligned with their business strategy, enabling organizations to identify and address gaps in their talent mix and make targeted workforce investments that drive better business outcomes.

Maude’s experience includes Workforce planning including forecasting workforce size and cash compensation; modeling “what-if” scenarios of specific workforce changes. External labor market analysis including evaluating local, regional and national labor supply and demand conditions around the world. Internal labor market analysis and Workforce metrics and analytics including working with clients to define the best metrics to tract; interpreting data and speaking confidently about issues and best practices with regards to metrics, dashboards, and analytics; and achieving power story telling with data.

Maude also has experience in broad-based performance and rewards, and executive compensation, including the development of overall compensation policy and the design and implementation of short- and long-term incentive.

PROF. DR. A. DARVISHY
Institute for Applied Information Technologies, Head ICT-Accessibility Lab
CREDIT SUISSE

Alireza Darvishy works as head center of accessibility at Credit Suisse and Professor and Head of the ICT-Accessibility Lab at Zurich University of Applied Sciences in Switzerland.

For more than 20 years, he has initiated, developed and managed many accessibility projects in the private sector as well as in academia. He has very often been invited as a guest speaker at international conferences such as at WHO, UNESCO and others.

AOIFE FLOOD
Senior Manager Global Diversity Programmes
PWC INTERNATIONAL

Aoife is Senior Manager of PwC’s Global Diversity & Inclusion Programme Office with responsibility for the development and implementation of PwC’s network-wide global Diversity & Inclusion strategy. This includes leading global inclusion projects and global change and communications initiatives. Aoife also co-authors the PwC Gender Agenda blog.

Aoife has 15 years of HR experience with PwC. Before joining the Global Diversity & Inclusion Programme Office, she held various global change roles in the Ethics & Business Conduct, Global Mobility and Global Talent functions. Prior to this Aoife worked in PwC Ireland’s Learning & Development function.

Aoife has a degree in Business Studies and an Executive Masters in Human Resource Strategies.
CAROLINE KNOERI  
Head of People Operations  
EMEA / GOOGLE
Caroline Knoeri has extensive HR experience with a record of success in directing critical programs for top-tier, global organizations in diverse industry sectors. She has worked in all areas of Human Resources, including international, compensation, benefits, development, and mergers and acquisitions. Caroline is currently People Operations Director for EMEA Engineering at Google, and is based in Zurich, Switzerland.

She has previously worked for GE Real Estate, and Rhodia. Caroline has a Masters of Science in Human resources and international mobility from the ENS Cachan, France. Caroline is known to engineer forward-thinking solutions that combine the best of today's technology with sound management strategies and prudent fiscal decisions. Her areas of expertise include, Change Management, Leadership/Org development, Mergers and Acquisitions, Compensation & benefits, Six Sigma and International implementations.

OLIVIER DESLANDES  
Group Head of HR  
Lombard Odier
Olivier has over 20 years of HR experience based in the United States, South East Asia, Japan and Europe. He is currently the Group Head of Human Resources, in charge of Strategic HR definition, Business Partnership, Organization Development, International People Process Rationalization, Internationalization of HR, Mergers & Acquisitions, Development of sense of Group belonging.

His specialties include, HR Strategy, organizational development, performance management, compensation and benefits, people development, executive appointment and retention, employee relations.

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Executive education alumnus

At Oxford Said, leadership research and practice is at the core of what we do, our executive education programmes are designed to challenge senior leaders to think beyond day to day business to find unexpected solutions to complex global problems.

From our highly ranked Executive MBA, to our open programmes, including the Strategic Leadership, Advanced Management and Leadership, High Performance Leadership and Women Transforming Leadership programmes, we provide our participants with the opportunity to transform their thinking and realise their leadership potential for themselves, their organisations and their community.

For further information about the programmes in our portfolio please do get in touch:

Executive MBA
Helen Saward, Recruitment Manager – helen.saward@sbs.ox.ac.uk  
+44 (0)1865 288444  
www.sbs.oxford.edu/emba

Leadership Programmes
Shing-wai Wong, Associate Director – shing-wai.wong@sbs.ox.ac.uk  
+44 (0)1865 422538  
www.sbs.oxford.edu/execed/leadership
DAY 1  

PLENARY (MAIN ROOM)

08:00 Welcome Tea & Coffee  
Sponsored by Marshall E-Learning

08:25 Chair Address
Helena Trachsel (Head of The Office for the Equality of Men & Women)  
KANTON ZURICH + Matthias Moelleney (Seminar Co-Chair President & Managing Partner)  
PEOPLE EXPERT

MODULE 1: ENGAGING THE WHITE MAN

08:40 Academic Session
Men, Middle Managers and Gender Inclusive Leadership  
Prof. Elisabeth Kelan PhD (Gender, Diversity & Inclusion Expert and Professor of Leadership)  
CRANFIELD SCHOOL OF MANAGEMENT

While women have often been the focus of gender equality initiatives, men have a vital role to play when it comes to changing organisational cultures to being more gender inclusive. Professor Kelan will outline key small scale practices that men as middle managers can adopt to become gender inclusive leaders. The report on which the presentation is based can be downloaded under http://www.som.cranfield.ac.uk/som/inclusive. The research was supported by a British Academy Mid-Career Fellowship (grant number MD130085).

08:20 End-User Presentation
#ChangingMindsets: Why influencing an organisation’s culture and engaging men is key to real inclusion. Exploring MARC (Men Advocating Real Change) program  
Marie Moynihan, (Chief Diversity Officer & VP Global Talent)  
DELL

Lack of employee diversity in the tech sector is forcing companies to rethink their approach. While the numbers provide visible signs of progress, we also need to influence mind sets, so that ‘difference’ is a quality that is explored and acknowledged, not suppressed or feared. Engaging men as the ‘drivers’ and not just the ‘supporters’ is critical in creating and sustaining an inclusive culture.

10:00 Networking Coffee & Tea Break  

DAY 1 AM AGENDA

MODULE 2: ADDRESSING UNCONSCIOUS BIAS & CREDIT SUISSE DIVERSITY JOURNEY

10:30 Foster a fair and inclusive culture  
End-user Presentation  
Caroline Knoeri (Head of People Operations)  
EMEA / GOOGLE

We want to ensure that we have an environment where all Googlers can thrive. We have learned that everyone of us is influenced by unconscious biases in our everyday actions, and by definition—we don’t notice them. These biases are shaped by our experiences and by cultural norms, and allow us to filter information and make quick decisions. We’ve evolved to trust our guts. But sometimes these mental shortcuts can lead us astray, especially when they cause us to misjudge people. It is necessary to fight against bias in order to create a work environment that supports and encourages diverse perspectives and people. Not only is that the right thing to do, but without a diverse workforce, there’s a pretty good chance that our products. That means we need to make the unconscious, conscious.

11:10 Why moving out of our comfort zone proves a successful necessity  
Premium Partner Session  
Christine Jordi (Head of Diversity & Inclusion)  
CREDIT SUISSE

Two studies about gender diversity and corporate performance and women in senior management have been published by the OS Research Institute and there are many other studies who show the business case of being a diverse and inclusive company. But what does it need to put research findings into practice? What can D&I specialists do to support senior leaders in identifying the right mix of people and even more important in making this mix work to the benefit of the employees, the company and the clients? Christine Jordi will talk about Credit Suisse approach to D&I, share some of their best practices, address existing challenges and talk about her lessons learned.

11:50 ENEI Working Lunch  
Sponsor Address

12:00 Working Lunch
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<th>Time</th>
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<tr>
<td>13:50</td>
<td>Session: &quot;From soft to hard facts&quot;</td>
<td>Prof. Dr. Sita Mazumder (Diversity Expert) ST. LUCERNE UNIVERSITY</td>
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<td>Today, companies of all types and sizes are confronted with the issue of diversity. Studies are increasing</td>
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<td>showing that implementing D&amp;I management contributes to better and more sustainable business</td>
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<td>success by supporting and promoting a company’s INNOVATION, creativity, and ability to solve</td>
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<td>problems. One of the biggest challenges is how to put soft factors like diversity and</td>
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<td>inclusion management into hard facts. In order to monitor and support the</td>
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<td>implementation of diversity management, the Institute of Financial Services Zug IFZ, part of</td>
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<td>the Lucerne University of Applied Sciences and Arts – School of Business, set up the</td>
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<td>DIVERSITY INDEX in 2012:</td>
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<td>Through its online survey, the Diversity Index is monitoring the implementation of</td>
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<td>diversity management in organizations in six categories of diversity management,</td>
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<td>Age, Gender, Nationality, Religion and Health.</td>
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<td>14:30</td>
<td>Session: Equal Salary Certification @PMI</td>
<td>Raquel Blanc Gutierrez (VP Diversity &amp; Inclusion) PHILIP MORRIS INTL</td>
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<td>The gender pay gap is a persistent concern worldwide, with recognized consequences on economic</td>
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<td>growth – as documented by the ILO, the WEF, the EU Commission and other global</td>
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<td>organizations. Globally, on average women earn 23% less than men. The Gender Pay gap is</td>
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<td>estimated to be 16% in the EU and 19% in Switzerland. While most companies claim to pay</td>
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<td>women and men the same, it is difficult to verify and prove it. Philip Morris International</td>
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<td>(PMI) was already convinced that it applies pay principles equally to men and women.</td>
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<td>However, the Equal Salary Certification provided PMI with a practical solution to achieve</td>
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<td>external confirmation of its internal practices. This session will explore the PMI experience</td>
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<td>of the certification process and the benefits for corporations to obtain such recognition.</td>
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<td>15:10</td>
<td>Coffee and Networking (Sponsored by Marshall E-Learning)</td>
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The labor force of modern organizations is becoming increasingly diverse not only in terms of socio-demographic attributes such as gender, age, and nationality, but also in terms of experiences and education. Firms need to learn how to build and manage diversity effectively at different organizational levels. On the one hand, the more diversity in a team, the greater the potential for interpersonal synergies and hence for increasing team performance. Yet on the other hand, higher diversity may also increase the risk of unproductive fighting, lack of team spirit or need for cohesion.

In this workshop, Prof. Dr. Winfried Ruigrok and Dr. Dimitrios Georgakakis will provide a reflection and analysis of the business case of diversity. The workshop will present evidence and frameworks about the actions that teams can take to benefit from different forms of diversity, and will actively engage participants to reflect on their current diversity practices.
DAY 2

PLENARY (MAIN ROOM)

08:25 Chair notes
Helena Trachsel (Head of The Office for the Equality of Men & Women)
KANTON ZURICH
+ Matthias Moelleney (Co-Chair & President and Managing partner)
PEOPLE EXPERT

MODULE 5: INCLUSIVE LEADERSHIP & CORPORATE CULTURE

08:30 Expert Presentation
Inclusive Leadership
Prof. Dr. Gudrun Sander (Associate Professor Business Administration & Diversity Management)
UNIVERSITY OF ST. GALLEN

How can firms, individuals, and teams handle diversity in order to realize beneficial performance outcomes? One key driver is “inclusive leadership”. What does this mean in daily business of a (middle) manager? The topic will be approached from a theoretical as well as a practical perspective. We address the challenges in dealing with diversity from a leadership perspective and focus on changes necessary to achieve an inclusive work environment.

09:10 Expert Partner Presentation
Changing Corporate Culture
Michele Mees (Co-Founder)
THE CENTRE FOR BALANCED LEADERSHIP

Despite the efforts, progress in D&I is slow. What is the role of corporate culture in slowing down or speeding up the process? How to move the needle and build foundations for sustainable change?

— The balance of masculine and feminine qualities drives inclusion and performance, beyond gender
— A majority of managers identify an overevaluation of masculine qualities in corporate/team culture as blocking D&I
— Culture doesn’t have to be a difficult topic: teams can have fun discovering and addressing it
— Experiences and benchmarks from various industries and teams

09:50 Coffee and Networking
Sponsored by Marshall E-Learning

MODULE 6: MANAGING DISABILITY & ACCESSIBILITY

10:10 Q&A Session*

Integration of Autism and Accessibility in the Workforce
Moderator: Thomas Van der Stad (General Manager) SPECIALISTERNE
Panelists:
Stefanie Nennestiel (HR Expert for D&I, Global Program Lead for Autism at Work) SAP
+ Prof. Dr. A Darvishy (Head ICT-Accessibility Lab) CREDIT SUISSE

*Please note this Q&A Session will be conducted in German only

DAY 2 AM AGENDA

MODULE 7: LGBT IN THE WORKPLACE

09:50 End User Presentation
The Business Case for LGBT Diversity
Dena Y. Lawrence (LGBT Lead, Diversity & Inclusion Council)
MICROSOFT

Diversity and inclusion is increasingly a critical business imperative as businesses seek competitive advantage by generating more creative innovation and by better reflecting the customers and segments they serve. The business case for LGBT diversity is two-fold: 1) Market Share: companies are increasingly aware they cannot afford to ignore LGBT audiences. 2) Employee Productivity: studies show that “closeted” LGBT employees are significantly less productive than those who are “out” and the costs of replacing disenfranchised LGBT employees who leave the organization can significantly erode the bottom line. Despite increased efforts, there continue to be challenges in attracting and retaining LGBT employees and that an alarming rate of trans people are unemployed across Europe. Dena shares insight into Microsoft’s approach to LGBT diversity and inclusion, with the hopes of inspiring organisations of all sizes to find their unique opportunity to create more open, more inclusive workplaces for LGBT employees.

11:30 Foundation Presentation
The Landscape For Lgbt Workplace Inclusion
David Pollard (Executive Director)
WORKPLACE PRIDE FOUNDATION

Legal frameworks / cultural assumptions. The challenge that face many employers in this space with the fast-moving changes on LGBT people in society. The importance of measurement for LGBT inclusion in the workplace. High-level view of how the Workplace Pride Global Benchmark measures the effectiveness of international LGBT policies and practices for major employers. A deep dive into how the Global Benchmark structures LGBT workplace inclusion around 7 sections that impact businesses. An overview of what Workplace Pride does and how we (and similar organizations) engage with employers (both public and private sectors) to initiate positive change with LGBT workplace inclusion worldwide.

12:10 Expert Partner Presentation
Closing the Gender Diversity Gap
Maude Julien Senior Consultant (Workforce Analytics & Planning)
MERCER

Nearly 600 organisations, spanning 41 countries and 3.2 million employees, provided data for the 2nd annual When Women Thrive report. Findings are based on Mercer’s Internal Labour Market (ILM) Analysis® which provides predictive reports allowing employers to see exactly how they can move the needle on this crucial issue. During the presentation, we will be sharing the survey findings including a 10-year forecast into the gender makeup of the future workforce for Europe and specific actions leaders should take to drive growth through women.

12:30 Working Lunch
### STREAM 1

**MODULE 8A: RACE IN THE WORKPLACE**

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<tr>
<td>13:50</td>
<td><strong>Race in the Workplace: Being Brave and Having the Conversation</strong></td>
<td>Sandra Altine (Managing Director of Global Diversity &amp; Inclusion) MOODY'S</td>
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<td>Conversations on race are often difficult and uncomfortable for all parties.</td>
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<td>Questions that might come up?: Can I really ask the questions? I don’t want to offend anyone.</td>
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<td>Are we really still at this stage? How do I listen without being judgmental? How can I help?</td>
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<td>Come learn how one company began the conversation. This session will:</td>
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<td>- Provide a framework to help start the conversation</td>
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<td>- Provide insights around US African-American/Black experience in the workplace and outside of work</td>
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<td>- Understand that groups are not monolithic group, individuals are different culturally, philosophically, ethnically, etc.</td>
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<td>- Understand the importance of sharing stories and learning from individuals experience</td>
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<td>- Share high level actions leaders can take to retain, develop and attract AA/Black pipeline</td>
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| 14:30  | **Race At Work — Promoting Responsible Business**                                             | Sandra Kerr OBE (Race Equality Director) BITC (Business In The Community) + Leigh Lafever-Ayer (HR Director UK & Ireland) ENTERPRISE RENT-A-CAR |}

Business in the Community’s ‘Race at Work’ report was published in November 2015. It is the UK’s largest ever survey of race at work with 24,457 respondents – more than double our original target. The survey was conducted in partnership with YouGov, the UK Government research agency and the Centre of Dynamic on Ethnicity (CoDE) Manchester University. Sandra Kerr OBE, Race Equality Director for Business in the Community will spotlight some of the valuable insight the research provides into the situation for Black, Asian and Minority Ethnic employees in the UK today and makes a number of recommendations to government and employers. Leigh Lafever-Ayer, HR Director UK, Enterprise Rent a Car, a key sponsor of the report will share how they engage their leaders across the organisation on these issues.

| 15:10  | **Coffee and Networking**                                                                        | Sponsored by Marshall E-Learning                                                                    |
Day 2 PM Agenda

PLENARY (MAIN ROOM)

MODULE 9: GLOBAL MOBILITY, DIVERSITY & WELLBEING

15:30  
End-User Presentation

Job & Family, combination or addition?
Betina Balitzi (Former Head of Global Diversity)
SWISSCOM
- Are the employers ready?
- Presence vs. performance?
- How much do we still live in old patterns? Mobility, mobile and flexible are we really?

16:30  
Interactive Diversity & Wellbeing Session

Mindfulness, Diversity, and Inclusive Leadership: Making the Connection
Tanya Odom (Diversity Expert)

Mindfulness articles, posts, conferences, and events have benefited from an increased interest, curiosity, and participation globally. Neuroscientists and workplace researchers have connected mindfulness, and mindfulness training to:
- decrease in stress
- improved communication and listening
- improved strategic thinking
- potential increase in engagement
- potential for mitigating unconscious bias
- This session will highlight the important connection between mindfulness, diversity and inclusion, and inclusive leadership. What can we learn from this increasingly popular trend in leadership and self improvement? What are the companies working in this area? What are the limitations/concerns? What is the potential individual, team and organizational impact?

16:50  
Event Chairwoman and Chairman’s hot point review

This final session of the seminar will again explore the highlights of the day while the Chair compiles the Hot-Point Summary and opens the discussion to the floor for reflection.

17:00  
Seminar Close

OUR PARTNERS

Friday 19 February 2016

Diversity & Inclusion, Zurich

PREMIUM PARTNER:

CREDIT SUISSE

A diverse workforce guarantees a wide-ranging expertise and a broad network of contacts as well as an inclusive and open corporate culture that helps us to deliver high-quality products and services to our clients and to work together effectively across the bank. Credit Suisse today employs people from 163 different nations.

SILVER PARTNER:

The Centre for Balanced Leadership opts for a hands-on and integrated approach, combining top down and bottom up activities to achieve an inclusive and balanced corporate culture. Our methodologies and tools are innovative and creative. We have developed several games (The Balanced Leader Game®, The Stereotypes Game, several quiz formats) to address sensitive topics in a playful, relaxed and non-judgmental setting.

SUPPORT PARTNERS:

Since 1927, Marriott has valued diversity and inclusion. Embracing differences is part of the way we do business around the world, and essential to our success as a leading hospitality company with a growing global portfolio.

AXA is committed to promoting Diversity and Inclusion (D&I) by creating a work environment where all employees are treated with dignity and respect and where individual differences are valued. AXA is committed to equal opportunity in all aspects of employment.
Discover includeed. the 1st end-to-end Diversity & Inclusion Management Software

Schedule a free Demo on www.includeed.com or set up a meeting with our delegate at the Congress by sending an email to: info@includeed.com

We put a price on unequal opportunities at work

Our breakthrough technology:
- Estimates your losses
- Predicts your gains
- Calculates the ROI of your company’s D&I efforts

Features
- 360° Assessment
- Tailored Action Plan
- ROI Calculator
- International Benchmark
- Online Resource Library
- International D&I Events Calendar

What we cover

What Companies say about Includeed

« A powerful tool for internal communication »
« When we’re able to put a price on inequality, it changes everything »
« A brand new way of looking at D&I and uncovering the diversity dividend »

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disruptHR

Recruiter
Game Changers 2016