

OECD 50th Anniversary Week 2011

Better Policies for Better Lives

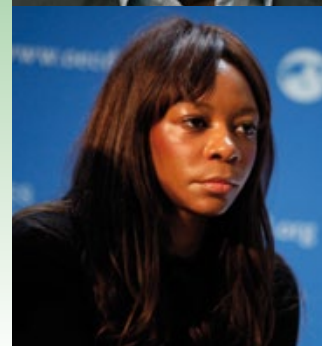
May 23-26, Paris

Forum Highlights

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OECD Week 2011

Better Policies for Better Lives



The OECD was created to foster international co-operation. Article 1 of our founding Convention states that our role is “to promote policies designed to achieve the highest sustainable economic growth and employment and a rising standard of living” in member countries, partner countries and on a global scale.

The OECD is marking its 50th anniversary at a time when international co-operation is more essential than ever. The list of global challenges requiring co-ordinated policy action is getting longer, and in most cases, this action is becoming more urgent. This means that the inspiring vision of our forefathers is still relevant and will continue to serve as the guiding principle for our work. Much remains to be done to achieve a cleaner, stronger and fairer world.

Take climate change. We need to make growth greener, to make our economic and environmental policies more compatible and even mutually-reinforcing. This is not just a matter of new technologies or new sources of renewable, safe energy. It is about how we all behave every day of our lives; what we eat, what we drink, what we recycle, re-use, repair, how we produce and how we consume.

There are other common challenges. The world economy is recovering from its worst crisis in modern times, but this recovery remains tentative. With budgets stretched, governments can no longer spend their way into recovery. They need to implement structural reforms and to find new sources of growth. They need to make the public sector more efficient and they need to ensure that the private sector is more competitive. They need to fight corruption, promote ethical behaviour and restore trust in institutions.

Last but not least, the social dimension. The human and social costs of the crisis are felt across the globe. Unemployment, especially among the youth, remains high. Poverty, hunger and preventable diseases still affect millions of people in developing countries. Solving these challenges requires well-designed social and employment policies, efficient public services and investment in health and education. Promoting development requires international solidarity, effective and well-co-ordinated assistance, and a cross-cutting, integrated approach to build institutional capacity and mobilise domestic resources.

The OECD can and should play a major role in addressing all of these challenges. It is an institution with one of the most advanced forms of co-operation and engagement. It has expertise in a broad range of economic, social and environmental policies. Its work involves many stakeholders – government, business, trade unions, civil society and academia. Its working methods help ensure that the necessary “horizontal” exchange of ideas takes place across policy domains.

As a result, the OECD is a major source of cross-cutting, evidence-based advice for governments and a standard setter to facilitate and galvanise action. It is a forum where policy makers can learn from each other, where best practices can be identified and disseminated, and a place where authorities can get the support of peers to help implement domestic reforms.

These assets will continue to serve the international policy community well for years to come, but the Organisation still needs to adapt and change. We are witnessing a revolution in the way the world is governed and the only way to remain relevant in the next 50 years is to continue to deliver high-quality and substantive contributions to global debates, incorporating the perspectives of countries which are key for this new global governance, but which are not yet members of the OECD.

The OECD 50th Anniversary Week was a unique opportunity to think collectively about how to best achieve the vision of our founding parents. Achieving better policies for better lives is a journey, not a destination.

The OECD is ready to embark with you on that journey, armed with our foundational values: openness, objectivity, boldness, pioneering spirit and sound ethics.

I look forward to working with you to establish the roadmap for this journey.

Angel Gurría

Secretary-General

Organisation for Economic Co-operation and Development (OECD)

OPENING SESSION: Better Policies for Better Lives

To mark the OECD's 50th Anniversary, the Forum 2011 showcased the OECD's efforts in creating better policies for better lives. In terms of recovery, we are not out of the woods yet, with continuing high rates of unemployment. New ways of measuring progress and economic thinking must be developed and the increasing role of developing countries in the world economy must be acknowledged.

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Herman Van Rompuy and Angel Gurría

Angel Gurría,

Secretary-General, OECD

"We are here to embark on a joint effort to find the best possible answers, the most innovative solutions to address the critical challenges that our societies are facing today ... This Forum is a unique tool to imagine, to dream, to build a brighter future."

Herman Van Rompuy,

President, European Council

"You [OECD] are a partner and a source of inspiration. Peer pressure and naming and shaming have done wonders...I do hope that the OECD in its 51st year and beyond will remain as innovative as in its youth."

For detailed session summaries and a full webcast of the OECD 50th Anniversary Forum, please go to www.oecdforum.org

MEASURING PROGRESS OF SOCIETIES

We all know that there is more to life than the cold numbers of GDP and economic statistics. But if money can't buy you happiness, what would make your life better – improved education, environment, housing, shorter working hours? The OECD's new Better Life Index (BLI) helps find the answer by letting everyone answer that question for themselves, and see how their countries, and others, shape up.

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Danilo Türk,

President,
Republic of Slovenia

"The OECD has been on the path of defining the actual meaning of social justice in a very precise and very pragmatic but also technical and very sophisticated way. The BLI is an important contribution in that regard".

Martine Durand,

Director of Statistics and
Chief Statistician, OECD
and

Anthony Gooch,

Director of Public Affairs and
Communications, OECD

"The Better Life Index (BLI) is a concrete manifestation of how we see the OECD's role in the next 50 years in helping you help us make better policies for better lives. So now it's your turn to create your own Better Life Index: it's all in your hands!"

Antoine Frérot,

Chairman and CEO,
Veolia Environnement

"For people, it seems to be that the best indicator beyond prosperity would be one that measures the access to essential services i.e. services that enable access to health on the one hand and to work on the other hand."

Sharan Burrow,

General Secretary, International
Trade Union Confederation

"Inequality is unsustainable socially or economically."



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CORPORATION LIMITED

NEW SOURCES OF GROWTH: GREEN YOUR LIFE!

Greener growth is essential for a lasting recovery from the economic and financial crisis. But what does green growth mean? We have to find new ways of producing and consuming so we can foster economic growth and development while ensuring that we maintain vital natural assets such as clean water and breathable air.

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Han Seung-soo,

Former Prime Minister, Korea; Chair of the Board of Directors, Global Green Growth Institute (GGGI)

"The world desperately needs a new growth paradigm that can promote economic development to better meet the needs of the impoverished while at the same time taking good care of climate and environmental concerns."

James P. Leape,

Director-General, WWF International

"This is not just about getting greener; this is about really changing the economy fundamentally on a global scale. That's why we need finance ministers to lead the charge."

Björn Stigson,

President, World Business Council for Sustainable Development (WBCSD)

"We can't create a sustainable world on our own.... We need new types of partnership, between civil society and the business community."

Chandran Nair,

Founder and CEO, Global Institute for Tomorrow (GIFT)

"To ask companies to endure, embrace sustainability is not to understand what companies do. At the centre of the notion of sustainability is the idea of 'less'. Companies don't do less. They do more."



Working with developing and emerging countries to promote economic growth and environmental sustainability



GGGI Chairman Han Seung-soo (center) and GGGI staff members took part in a reception held in the headquarters office in Seoul. (Dec. 2010)

Established in June 2010, the Global Green Growth Institute (GGGI) is an independent nonprofit “think and action tank” that promotes a new model of green growth. Headquartered in Seoul, GGGI will open regional offices in Denmark and the UAE.

A new kind of organization

GGGI is a new kind of international organization that is interdisciplinary, multi-stakeholder and driven by emerging and developing countries. GGGI was established to maximize the opportunity for bottom-up (country- and industry-led) progress on climate change and other environmental challenges within core economic policy and business strategies.

Primary activities:

- **Country programs** – Advising governments
- **Public-private partnerships** – Working with industry
- **Research** – Sharing cutting edge research with academia and others

GGGI is engaging with many partners to promote the green growth paradigm through various efforts around the world. One of its objectives is to disseminate research results of country projects at a global level.

The concept of green growth suggests that “Growth and climatic and environmental sustainability are not merely compatible objectives, but can be made mutually reinforcing for the future of humankind.”

CONTACT INFO
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 www.gggi.org

GENDER: EDUCATION, EMPLOYMENT AND ENTREPRENEURSHIP

While there has been an enormous increase in opportunities for women, great inequalities continue to exist especially concerning income and education. There is an overall lack of female role models and difficulty in changing the culture of the labour market. Through new policies, training, and improvements in education, women are taking on a more active role in society. This is essential for our common future.

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Melanne S. Verveer,
 Ambassador-at-Large for Global Women’s issues, Department of State, United States

“There is no better way to drive countries out of poverty or to drive economic growth than women’s economic empowerment.”

Yoshinori Suematsu,
 Senior Vice-minister, Cabinet Office, Japan

“Without the participation of women in the industrial sector we can’t bear the burden of the social welfare system... We need to create a new system for childcare.”

Sanjit Bunker Roy,
 Director and Founder, Barefoot College, India

“The sky is the limit in training a grandmother.”

Carlos Mulas-Granados,
 Executive Director, IDEAS Foundation, Spain

“It is not that difficult to change mentalities, it can be done within a decade if there are things happening at the same time on the political and the educational side.”

RESTORING TRUST IN THE SYSTEM

In the wake of the crisis, one of the most urgent tasks facing governments is to restore people's trust in the system, including the business sector and the role of government. Stronger governance, improved regulation and a focus on ethical business are essential if citizens are to regain their confidence in the financial system.

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Iveta Radičová,

Prime Minister,
Slovak Republic

"Restoring trust in the financial system is not the same as reforming the financial system."

Ted Menzies,

Minister of State, Finance,
Canada

"Consumer protection must always be an essential part of restoring trust in the system."

Federico Ghizzoni,

CEO, UniCredit SpA

"Banks need to be perceived as a safe institution by consumers... so having more capital, having more stringent liquidity rules, having more control is needed; this has to be accepted, and as bankers we have to promote this view as well without fear. We need to define better our internal rules of governance."

Bruno Strigini,

President, Europe & Canada,
MSD (Merck & Co., Inc.)

"Ethical business practices are only the first step. We also need to continuously seek out new ways of engaging with society to gain public trust."

John Hope Bryant,

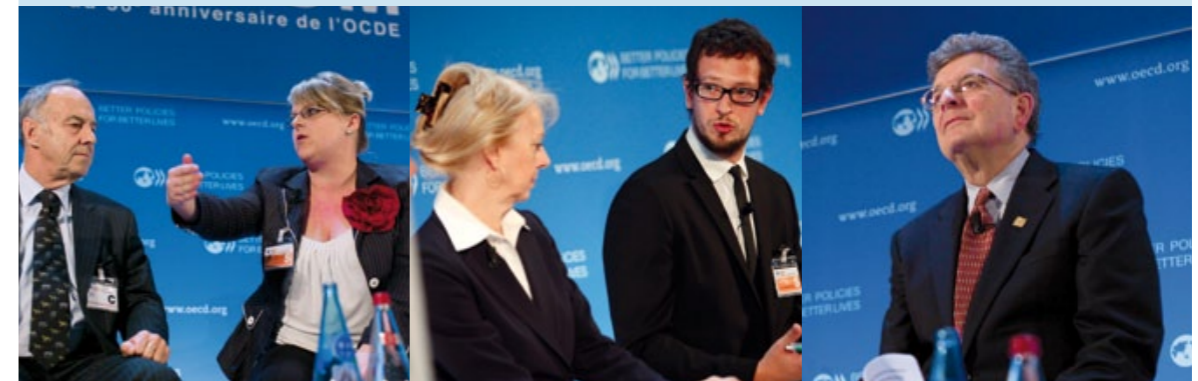
Founder, Chairman and CEO,
Operation HOPE

"In an economic age everybody has to have financial literacy and the language of money is a new civil right."

LIFE AFTER THE BABYBOOMERS

The baby-boom generation is approaching retirement just as shrinking pensions are requiring them to work longer. But jobs are in short supply – already the financial crisis has left millions of young people struggling to find that vital first job. What will work, life and retirement look like for them and how to ensure a fair share of scarce resources between the generations?

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John Hearn and Monika Kosinska

Sandra Polaski and Peter Matjašič

John Hearn,

Vice-President (International),
University of Sydney,
Australia

"Inter-generational solidarity is doable with proper policy."

Monika Kosinska,

Secretary-General, European Public Health Alliance (EPHA)

"If we don't have a coherent education policy with a coherent employment policy... then we're not going to be able to talk about innovation, entrepreneurship, or opportunities because our left hand does not know what our right one is doing."

Peter Matjašič,

President, European Youth
Forum (YFJ)

"Young people are not in a conflict with the older generation; what they want is equal treatment."

Phil Zarlengo,

Chair of the Board, AARP,
United States

"Governments are responding to fiscal pressures by shifting moral responsibility onto individuals to ensure dignity in old age for themselves and their families. Now in that process, facilitating harmony and positive transfer between the generations is going to be absolutely critical."

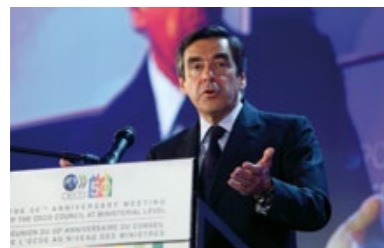
OECD Ministerial Council Meeting 25-26 May 2011

Leaders and ministers gathered to celebrate the 50th Anniversary of the OECD, acknowledging the continued efforts of the OECD in helping countries develop policies together to promote economic growth and healthy labour markets, boost investment and trade, support sustainable development, raise living standards, and improve the functioning of markets.



Hilary Clinton,
Secretary of State, United States

“I applaud the OECD for its bold vision statement which we are unveiling today for endorsement by this ministerial. I believe if this vision statement is followed and implemented through specific, concrete actions, it will help the OECD to have its next 50 years be as successful as its past.”



François Fillon,
Prime Minister, France

“The standards developed by the OECD represent a cornerstone for fair and honest international economic relations. We must strengthen those standards and invite new economic powers to move ever closer towards them.”



Naoto Kan,
Prime Minister, Japan

“A half century after the establishment of the OECD, we are facing a variety of new challenges. These include a shift in the structure of international society, such as the rise of emerging economies; global issues like climate change; as well as the ageing of society. I believe that it is in addressing these new challenges that the expertise the OECD has accumulated over half a century demonstrates its full strength.”



José Manuel Barroso,
President, European Commission

“Over the last 50 years, the OECD has carved out a place for itself at the core of global architecture, through its expertise, its inclusive approach and its relentless desire to build global ties and to define action-oriented solutions. It is not only a remarkable reservoir of expertise and of economic and social information, but also a unique forum for sharing experiences and developing shared policies. In particular, the quality of the OECD’s work comes from its interdisciplinary approach.”



OECD government leaders at the 50th Anniversary Ministerial Council Meeting



(Left/Right): Hillary Clinton, Secretary of State, United States; Nicola Bonucci, Legal Director, OECD; Angel Gurría, Secretary-General, OECD; Dolana Msimang, Ambassador of South Africa to France; Pravin Gordhan, Minister of Finance, South Africa.



Hilary Clinton, Secretary of State, United States, signing a commemorative canvas at OECD 50th Anniversary.



(Left/Right): Joris Oldenziel, Programme Manager, OECD Watch; Richard Trumka, President, AFL-CIO, TUAC; Angel Gurría, Secretary-General, OECD; Hillary Clinton, Secretary of State, United States; Charles P. Heeter, Chairman, BiAC.



Invitation to the Russian Federation to become a full participant in the OECD Working Group on Bribery. Angel Gurría, Secretary-General, OECD shaking hands with Andrey Ivanovich Denisov, First Deputy Minister of Foreign Affairs, Russian Federation; Hillary Clinton, Secretary of State, United States; Elvira Nabiullina, Minister of Economic Development, Russian Federation; Timur Eyvazov, Ministry of Foreign Affairs, Russian Federation.

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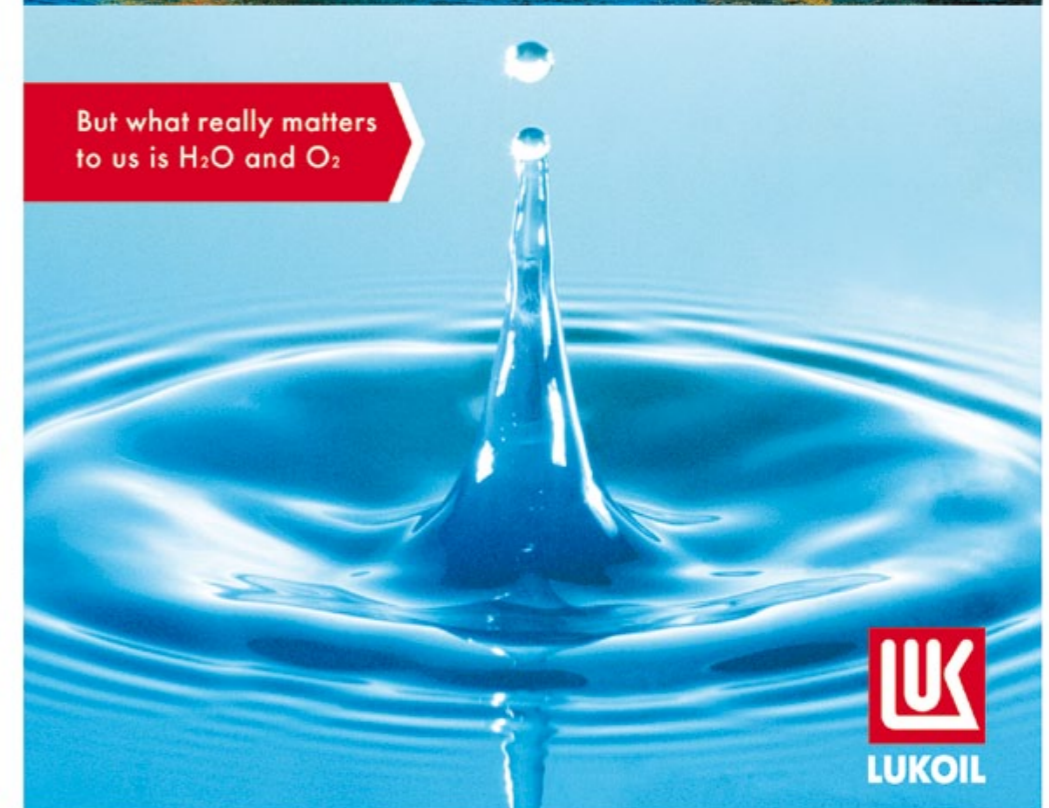
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SHIFTING WEALTH

Over the past decade, many emerging economies have achieved remarkable growth and development, shifting the world's economic centre of gravity. Nearly half a billion people have moved out of extreme poverty in the past 20 years. Growth in economies such as China and India contributed to recovery from the financial crisis. But this global shift has implications for international policy making and resource use.

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(Left/Right): Lord Green, Augustin de Romanet, and Levin Zhu

Levin Zhu,

President and CEO, China International Capital Corporation Limited (CICC), People's Republic of China

"It's not about shifting wealth, but really about changing the pattern of growth. There's benefit of specialization, where every country is moving up the ladder."

Karel De Gucht, European Commissioner for Trade

"One of the most dangerous downsides is the under-development of the social sector in the emerging countries"

Anatoly Moskalenko,

Member of the Management Committee, LUKOIL, Russian Federation

"Investment in training of highly qualified staff in emerging countries is as important as direct investment and innovation"

Augustin de Romanet,

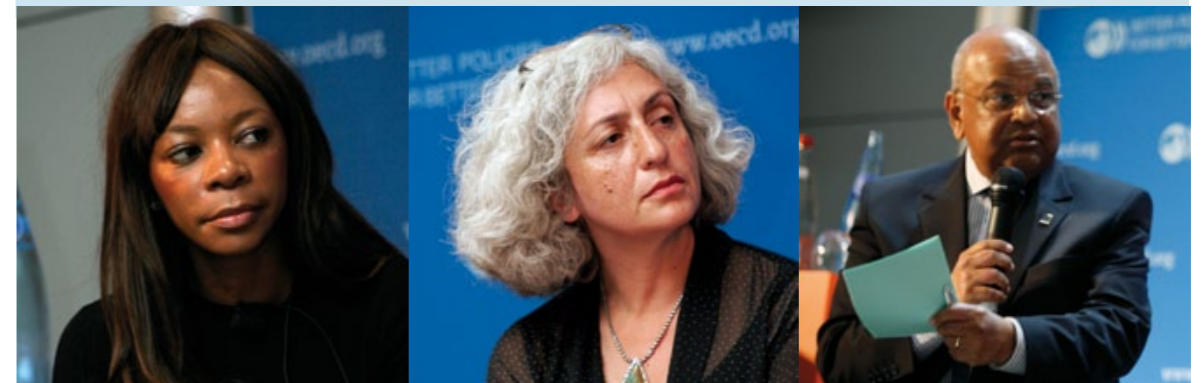
CEO, Caisse des Dépôts, France

"The issue today is not only to find reasons of shifting wealth but to concentrate all our efforts on sharing growth. It is not because the plate of my neighbour is filling up that my plate is emptying."

NEW PARADIGMS FOR DEVELOPMENT

Additional and innovative sources of financing for development depend on mobilizing domestic resources and enhancing international co-operation. Development aid is not enough nor sustainable. We must strengthen our collective efforts against tax havens, weak transfer pricing regimes, and illicit financial flows in developing countries.

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Dambisa F. Moyo,

Author and Economist

"The best type of ODA that we can invest in is aid that will one day come to an end."

Donald Kaberuka,

President, African Development Bank (AfDB)

"The critical element in this recovery is very much domestic."

Paul Collier,

Professor of Economics, University of Oxford, United Kingdom

"We know now that the poor do not have a monopoly of folly when it comes to balancing assets and liabilities."

Farah Karimi,

Executive Director, Oxfam Novib, Netherlands

"The issue is who is benefiting from the economic growth in a country."

Pravin Jamnadas Gordhan,

Minister of Finance, South Africa

"As part of the new paradigm on development we need to challenge business and political elites to buy into this new paradigm."

50 Years of Better Policies for Better Lives

Merck & Co., Inc. (known as MSD outside the US and Canada) Celebrates 50 Years of OECD Contribution to Innovation in Policy and Making the World a Better Place

Not just healthcare.



We would like to dedicate this page to thanking the OECD, its staff and its members for promoting policies that make it possible for a healthcare company like MSD to advance the interests of patients, improve public health and promote access to medicines and innovation.

During the last 50 years, the OECD has made a tremendous contribution to our societies by providing a forum for well-researched, fact-based and thoroughly discussed policies. For this, we thank the OECD.

As a research-based company, our key goal is to preserve and improve human life. This goal can be achieved only with a sophisticated mix of science, health and industrial policy. The OECD has been the leading architect for the development of the appropriate policy mix, thus making pharmaceutical innovation a daily reality. These are Better Policies for Better Lives in action.



ECONOMIC OUTLOOK

The OECD's bi-annual Economic Outlook shows a two-speed recovery featuring a much faster growth rate in emerging economies than in the OECD countries in both 2011 and 2012. To deal with these challenges, governments now need to "go structural" to unblock growth and to "go social" by making greater efforts to reduce income inequalities and develop stronger welfare systems.

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Pier Carlo Padoan and Angel Gurría

(Left/Right): Chris Giles, Stanley Fischer, Felipe Larrain, Andrus Ansip, Richard Trumka, and Olli Rehn

Ernesto Cordero Arroyo,

Minister of Finance and Public Credit, Mexico

"You need high productivity to create jobs."

Richard Trumka,

President, AFL-CIO & TUAC

"We need some targeted investment in job creation."

Pier Carlo Padoan,

Deputy Secretary-General and Chief Economist, OECD

"We are witnessing a phase of highly volatile capital inflows into strong-growth emerging economies, which may have adverse effects in terms of inflation and instability."

Felipe Larraín,

Finance Minister, Chile

"It is virtually impossible for countries.. to just grow out of debt... You need to make the hard choices."

...

"A quick reaction is less painful than postponed or delayed reactions."

Andrus Ansip,

Prime Minister, Estonia

Creating Shared Value



Through the *Village Women Dairy Development Programme* in Punjab, India, female dairy farmers receive advice on efficient water usage and other agricultural practices that not only help increase yield, but also improves the quality of life of the communities in the region.

Creating Shared Value is Nestlé's basic business principle – a fundamental part of our way of doing business that focuses on specific areas of the Company's core business activities – water, nutrition, and rural development. These are the places where the interests of society and our

shareholders intersect most closely to deliver mutual long-term benefit. We actively seek engagement and partnerships with external stakeholders that optimize positive impact in these areas of focus, both for the people in the countries where we operate as well as for our shareholders.

For more information, please visit:

www.nestle.com/csv

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Nestlé

RESTORING TRUST AND STRENGTHENING GOVERNANCE

There is a need for transparency and stronger governance in the private sector. Even though countries have laws criminalising corruption, problems often arise from the absence of any authority to scrutinise the activities of corporate and government officials. These gaps must be filled in.

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Mark Pieth,
Chairman, OECD Working Group on Bribery in International Business Transactions

"It's a matter of self-respect for a state to enforce their laws."

Joris Oldenziel,
Programme Manager, OECD Watch

"All that businesses do is follow the bare minimum and comply with the law but do not go beyond it."

Jean-Marc Duvoisin,
Deputy Executive Vice-President, Nestlé S.A.

"If you don't have a principle-based way of doing business you cannot sustain a long-term presence [in foreign countries]."

OECD_IDEAFACTORY

This new concept was developed to encourage interaction between the various stakeholders participating in the Forum and OECD experts to discuss critical global issues. The topics were “New Paradigms for Development: How CSOs and the OECD can Co-Design Better Solutions for Better Lives”, “Greening Growth”, and “Getting Ready for the Jobs of Tomorrow”. After a speaker introduced each topic with a short speech, participants were separated into small groups to collaborate and discuss the topics in greater detail.

New Paradigms for Development: How CSOs and the OECD can Co-Design Better Solutions for Better Lives

Opening keynote:

Jon Lomøy,

Director for Development Co-operation, OECD

“Learning opportunities from the other way cannot be ruled out — the OECD can learn, too. Development is also about global policies — countries have to develop from within.”



Closing keynote:

Burkhard Gnärig,

Executive Director, Berlin Civil Society Center, Germany

“Development and growth need to change their meaning from more to better.”



Greening Growth

Opening keynote:

Jeremy Rifkin,

Founder and President, Foundation on Economic Trends, United States

“We require another revolution to organize humanity into a new complex energy regime. When energy revolution converges with communication revolutions... they create the infrastructure for a new economic paradigm.”



Getting Ready for the Jobs of Tomorrow

Opening keynote:

Soumitra Dutta,

Roland Berger Chaired Professor of Business and Technology, INSEAD, France

“You do not need to have a PhD to be an innovator. A social culture of innovation is emerging. Innovation is ingrained in every single individual, even the poor, or else they would not survive.”



Closing keynote:

John Martin,

Director, Employment, Labour and Social Affairs, OECD

“The skill investment game is not a lottery. The more skills you have, the more likely you are to get better investments in the future.”





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Roundtable

Riding the Storm – Lessons from Leaders

This high-level leaders' panel gave us the opportunity to share some of the lessons learned from leaders who have governed during the worst financial and economic crisis in 50 years.



(Left/Right): Werner Faymann, Federal Chancellor, Austria; Sebastian Piñera, President, Chile, Angel Gurría, Secretary-General, OECD; George Papandreou, Prime Minister, Greece; Viktor Orbán, Prime Minister, Hungary.



Angel Gurría, Secretary-General, OECD (left) and Yves Leterme, Prime Minister, Belgium.



(Left/Right): Angel Gurría, Secretary-General, OECD; Yves Leterme, Prime Minister, Belgium; Werner Faymann, Federal Chancellor, Austria.



(Left/Right): Yves Leterme, Prime Minister, Belgium; Werner Faymann, Federal Chancellor, Austria; Sebastian Piñera, President, Chile.



George Papandreou, Prime Minister, Greece.



LIST OF SPEAKERS

Angel Gurría, Secretary-General, OECD

Hillary Clinton, Secretary of State, United States, Ministerial Council Meeting Chair

Andrus Ansip, Prime Minister, Estonia

Stéphanie Antoine, Anchor, France 24

Ernesto Cordero Arroyo, Minister of Finance & Public Credit, Mexico

Jacques Attali, Chairman, PlaNet Finance

J. Brian Atwood, Chair, Development Assistance Committee, OECD

Nizar Baraka, Minister delegate to the Prime Minister, Economic and General Affairs, Morocco

José Manuel Barroso, President, European Commission

David Begg, General Secretary, Irish Congress of Trade Unions

Jan Björklund, Minister of Education and Research, Deputy Prime Minister, Sweden

Cherie Blair, Founder, Cherie Blair Foundation for Women

Alexandrine Bouilhet, Head, International Economy Department, *Le Figaro*, France

Simon Brooks, Vice President, European Investment Bank (EIB)

John Hope Bryant, Founder, Chairman and CEO, Operation HOPE

Sharan Burrow, General Secretary, International Trade Union Confederation (ITUC)

Chris Chukwu, Director, Financial Policy and Regulation, Central Bank of Nigeria

Paul Collier, Professor of Economics, University of Oxford, United Kingdom

Artur Henrique Da Silva Santos, President, Central Unica dos Trabalhadores (CUT), Brazil

Johannes De Geus, Director, Learning and Development, Schouten Training

Karel De Gucht, European Commissioner for Trade

Marco De Ponte, Secretary-General, ActionAid Italy

Augustin de Romanet, CEO, Caisse des Dépôts, France

Martine Durand, Director of Statistics and Chief Statistician, OECD

Soumitra Dutta, Roland Berger Chaired Professor of Business and Technology, INSEAD, France

Jean-Marc Duvoisin, Deputy Executive Vice-President, Nestlé S.A.

Bernd Eisenblätter, Chairman, Management Board, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Germany

Larry Elliott, Economics Editor, *The Guardian*, United Kingdom

Werner Faymann, Federal Chancellor, Austria

Jose W. Fernandez, Assistant Secretary of State for Economic, Energy and Business Affairs, Department of State, United States

François Fillon, Prime Minister, France

Stanley Fischer, Governor, Bank of Israel

Renato G. Flores Jr, Professor, Fundação Getulio Vargas/EPGE, Brazil

Antoine Frérot, Chairman and CEO, Veolia Environnement

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Steingrímur J. Sigfússon, Minister of Finance, Iceland

Alison Smale, Executive Editor, *International Herald Tribune*

Björn Stigson, President, World Business Council for Sustainable Development (WBCSD)

Bruno Strigini, President, Europe and Canada, MSD (Merck & Co., Inc.)

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Aleph Torres, President, Fundación Proacceso ECO, A.C., Mexico

Richard Trumka, President, AFL-CIO, TUAC

Danilo Türk, President, Republic of Slovenia

Simon Upton, Director, Environment, OECD

Herman Van Rompuy, President, European Council

Christine Varney, Assistant Attorney General, Department of Justice, United States

Melanne S. Verveer, Ambassador-at-Large for Global Women's issues, Department of State, United States

Jean-Marc Vittori, Editorial Writer, *Les Echos*, France

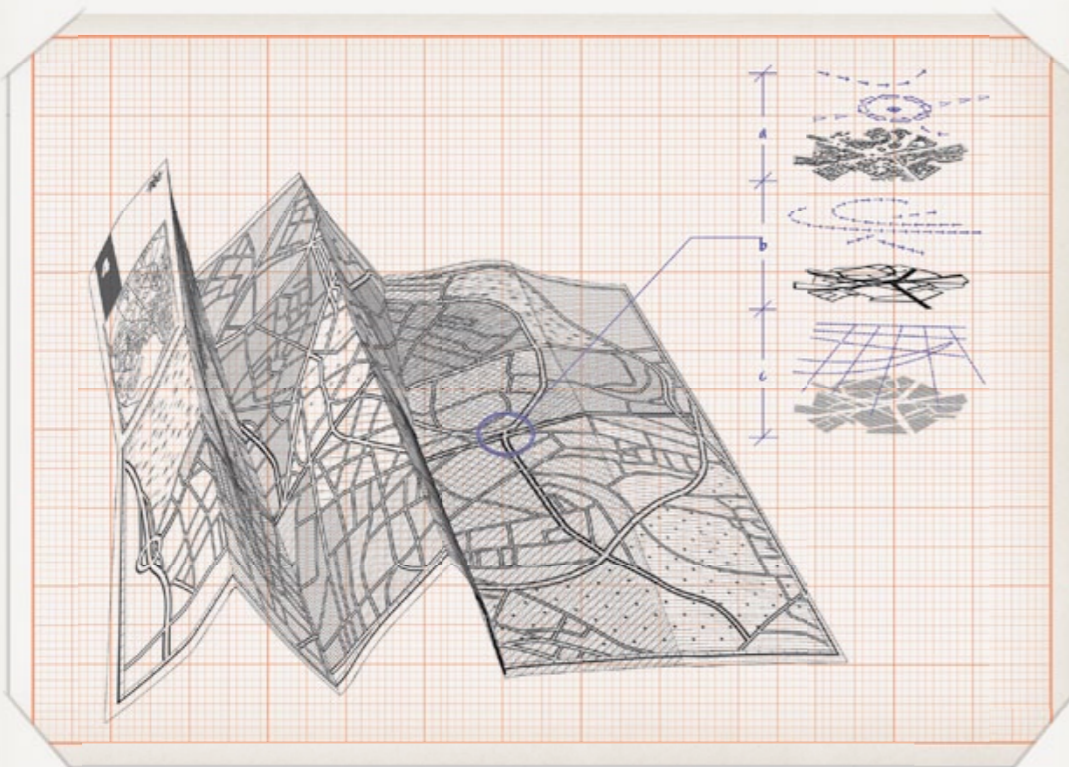
Edward Whitehouse, Principal Administrator, Employment, Labour and Social Affairs, OECD

Phil Zarlengo, Chair of the Board, AARP, United States

Levin Zhu, President and CEO, China International Capital Corporation Limited (CICC), People's Republic of China

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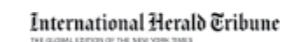
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