

# Measuring Business Impacts on People's Well-Being

23-24 February 2017

## Speakers Biographies

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# Speakers Biographies

## OECD workshop: Measuring Business Impacts on People's Well-being

23-24 February 2017

OECD Conference Centre, Paris, France

### **Douglas Frantz** *(OECD Deputy Secretary General)*



Mr. Douglas Frantz took up his duties as Deputy Secretary-General on 2 November 2015. In this role, he will actively contribute to the strategic direction of the OECD's [development agenda](#), notably in the context of the cooperation with the United Nations toward the achievement of the Sustainable Development Goals by 2030.

He will also, in addition to focusing on OECD's regional initiatives in South East Asia, the MENA region, Latin America and Africa, oversee the Organisation's [global relations portfolio](#). This will include outreach and the accession processes of candidate countries, enlarging the scope of cooperation with key partners and extending the OECD's position as a leading player in evidence-based policy analysis and dialogue to meet global economic, social and environmental challenges. An American citizen, Mr. Frantz comes to the OECD from the U.S. State Department, where he was Assistant Secretary of State of Public Affairs. He was responsible for communications and social media worldwide, leading a bureau of more than 300 staff. Before joining the State Department, he worked for then-Senator John Kerry as deputy staff director and chief investigator of the Senate Foreign Relations Committee.

He was a newspaper reporter and editor for more than 35 years, reporting from 40 countries and covering major conflicts including both Gulf wars and the Afghan war. He shared a Pulitzer Prize for coverage of the aftermath of 9/11 while at the New York Times. He also is the author of 10 nonfiction books. Mr. Frantz holds a B.A. from DePauw University, and a Master of Science from Columbia University Graduate School of Journalism.

### **Gabriela Ramos** *(Special Counsellor to the Secretary-General and Sherpa to the G20)*



Gabriela Ramos is the OECD Chief of Staff and Sherpa to the G20. Since 2006, she has been advising and supporting the Secretary-General's strategic agenda. 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 Education and Skills.

Previously, she served as Head of the OECD Office in Mexico and Latin America, where she promoted OECD recommendations in many areas including health and education. She helped in the preparations of several OECD reports on Mexico, developed the OECD Forum there and launched the "Getting it Right" flagship publication series.

Prior to joining the OECD, Mrs. Ramos held several positions in the Mexican Government, notably as advisor to the Minister of Foreign Affairs and Director of OECD Affairs. She has also held several positions as Professor of International Economy at the Universidad Iberoamericana and at the Instituto Tecnológico Autónomo de México. Ms Ramos holds an MA in Public Policies from Harvard University, and was a Fulbright and Ford MacArthur fellow.

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**Martine Durand, Chief Statistician  
and Director of Statistics Directorate  
(OECD)**



Martine Durand was appointed Director of Statistics and Chief Statistician of the OECD in 2010. She is responsible for providing strategic orientation for the Organisation's statistical policy and oversees all of OECD's statistical activities. She was formerly Deputy-Director of Employment, Labour and Social Affairs where she was responsible for OECD's work on employment and training policies, social policies, health policies and international migration published in OECD flagship reports such as the *OECD International Migration Outlook*, the *OECD Employment Outlook*, *Pensions at a Glance* and *Health at a Glance*.

Martine Durand joined the OECD in 1983 as an economist in the Economics Department where she worked in different capacities until 1997 when she was appointed Counsellor to the OECD Chief Economist, advising him on a wide range of policy issues. In early 2001, Martine Durand took up the position of Deputy-Head of the OECD Secretary-General's Private Office where she worked on a number of national and international policy issues requesting the attention of the Secretary-General and his Deputies.

**Michael Pirson  
(Fordham University)**



Michael Pirson joined the Gabelli School of Business as an associate professor of management systems in 2008. A scholar of humanistic management, which holds that business and commerce ought to advance human dignity and society, Dr. Pirson helped to establish an undergraduate sustainable-business concentration at Fordham. He teaches courses such as Social Entrepreneurship, Fundamentals of Management and Principles of Management, and his work spans the undergraduate and graduate levels.

A native of Germany, Professor Pirson has worked and lived in Switzerland, France, China, Costa Rica and the United States. Before beginning his academic career, he worked for an international consulting group for several years and then started his own private consultancy. He has worked for and with businesses, nonprofits, embassies, political campaigns, and local and national governments.

Dr. Pirson is the social entrepreneurship track chair for the Oikos-Ashoka Global Case Writing Competition in Social Entrepreneurship. He is also a founding partner of the Humanistic Management Network, an organization that brings together scholars, practitioners and policymakers around the common goal of creating a 'life-conducive' economic system. In that capacity, he is the co-editor of the Humanism in Business book series, published by Palgrave-McMillan. Dr. Pirson is a research fellow at Harvard University and serves on the board of three social enterprises in the United States.

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**Rodolphe Durand  
(HEC)**



Rodolphe Durand joined HEC Paris in 2004 and currently is the HEC Foundation Chaired Professor of Strategy at HEC-Paris and the academic director of the Society and Organizations Center which he launched in 2009. Previously, he chaired the Strategy & Business Policy department (2009-2013), served as the MSc in Strategic Management's Academic Director (2012-2015), and was Visiting Professor at New York University (Stern Business School, 2011), Cambridge University (Judge Business School, 2011) and London Business School (2013), and Visiting Scholar at Harvard Business School (2012).

Rodolphe's primary research interests concern the sources of competitive advantage and the interplay between the cognitive and normative determinants of organizations' performance. Why do organizations supersede rivals? Can new norms, interests, and behaviors (such as Corporate Social Responsibility and inclusive business) bring an advantage to firms and diffuse in markets? Should firms and organizations really innovate or rather conform to established logics to be successful?

For his work on these questions that integrate research streams from sociology, philosophy, and management, Rodolphe received the American Sociological Association's R. Scott Award in 2005, the European Academy of Management/Imagination Lab Award for Innovative Scholarship in 2010, and was inducted Fellow of the Strategic Management Society in 2014.

Beyond his publications in journals including American Journal of Sociology, Academy of Management Review, and Strategic Management Journal, Rodolphe is also a prolific author of books where he puts in perspective the decline of ideologies, the evolution of capitalism, and the new foundations of management, notably: *Organizational Evolution and Strategic Management* (Sage, 2006), *The Pirate Organization: Lessons from the Fringed of Capitalism* (co-authored with JP Vergne, Harvard Press, 2013), and *Organizations, Strategy, and Society: The Orgology of Disorganized Worlds* (Routledge, 2014).

**Chris Laszlo (Faculty Executive  
Director, The Fowler Center Case  
Western Reserve University)**



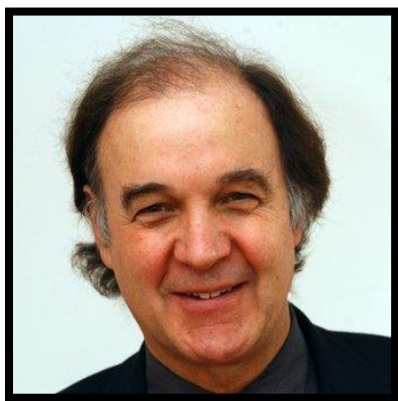
As one of the originators of the concept of sustainable value, Chris Laszlo, PhD, reframes sustainability as a business opportunity, turning environmental and social risks into drivers of innovation, greater employee engagement, and a new, inimitable source of competitive advantage.

Laszlo is the author of five books, including *Flourishing Enterprise: The New Spirit of Business* (2014), *Embedded Sustainability: The Next Big Competitive Advantage* (2011), and *Sustainable Value: How the World's Leading Companies are Doing Well by Doing Good* (2008), all from Stanford University Press. An earlier book, *The Sustainable Company* (2003, paperback 2005), was published by Island Press. He has numerous articles in peer-reviewed journals and is the general editor of *The Business of Sustainability*, the second volume of the *Encyclopedia of Sustainability* (2010). Professionally, Laszlo was elected a Fellow of the International Academy of Management. His book *Flourishing Enterprise* was chosen as one of the top sustainability books by Sustainable Brands. In 2012 he was selected by his peers to be a "Top 100 Thought Leaders in Trustworthy Business Behavior" by Trust Across America™.

As a co-founder and managing partner of Sustainable Value Partners LLC, he provides advisory services to senior leaders in some of the world's largest companies. Laszlo has led hundreds of seminars and spoken widely on sustainability for strategic advantage both at companies and at leading business schools such as INSEAD, Darden School of Business, Cornell University, and Kenan-Flagler Business School.

In addition to his academic experience and consulting work, Laszlo spent nearly 10 years as an executive at Lafarge, a world leader in building materials; he held positions as head of strategy, general manager of a manufacturing subsidiary, and vice president of business development. Prior to that, he spent five years with Deloitte Touche, where he consulted on strategy to global industry leaders.

**Stewart Wallis**  
**(New Economy Coalition)**



Stewart Wallis is a leading thinker and advocate for transition to a new economic system. He is Board member of the New Economy Coalition (USA); Vice-Chair for the World Economic Forum's Global Agenda Council on Values, and Trustee of the Forum's Inclusive Growth Global Challenge.

After graduating in Business & Economics at the London Business School, Stewart worked seven years at the World Bank on industrial and financial development in East Asia. He then spent nine years with Robinson Packaging (UK), the last five years as Managing Director leading a successful business turnaround. In 1992, he joined Oxfam as International Director and in 2002 was awarded Officer of the British Empire (OBE) for services to Oxfam. From 2003 to 2015, he was Executive Director of the New Economics Foundation (NEF), UK's leading think tank for social, economic, and environmental justice.

**Pierre Poret**  
**(Director of Financial and Enterprise Affairs, OECD)**



Pierre Poret is Director of the Directorate for Financial and Enterprise Affairs of the OECD. DAF supports governments to improve the domestic and global policies that affect business and markets. Key areas of work include anti corruption, corporate governance, competition, financial markets, international investment, insurance and private pensions.

From June 2014 to September 2016, Mr. Poret was Deputy Director in this Directorate and 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. In this role he was in charge of the accession of new members to OECD legal investment instruments and of the financial aspects of the 1995-98 Multilateral Agreement on Investment hosted at the OECD.

Mr. Poret is a French national. After graduating with a Doctorate in Business Management from Paris IX - University in 1982 and obtaining an "Agrégation" in Social Sciences in 1983, Mr. Poret worked as a macroeconomist at the French Ministry of Finance (1983-1986). Mr. Poret has published on many subjects, including capital flow management, financial services, international agreements, private-sector productivity, economies in transition, wage and price modelling, economies' resilience.



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### **Harald Condé Piquer (Novethic)**



Harald is responsible for the research centre watch and runs the Novethic ESG Watch Twitter account focusing on the latest international developments in responsible investment. He writes the Orange Notes on ESG themes summarising the behaviour of businesses and investors. After studying political science and international security at IEP Paris institute of political studies, Harald specialised in CSR and responsible investment, obtaining a Master 2 diploma in International Human Rights from Université Paris 2.

### **Susan Winterberg (Business for Social Responsibility)**



Susan Winterberg is the Associate Director, [Inclusive Economy](#) at Business for Social Responsibility (BSR), a global non-profit membership organization of sustainability departments of more than 250 multinational companies. Susan leads BSR's work on inclusion issues including helping companies set goals and measurements for job quality and diversity and inclusion, serving low income and marginalized groups through their products and services, and supporting local communities throughout their global operations through their philanthropic and partnership platforms.

Prior to BSR, she was a Research Associate at Harvard Business School, where she studied the social and business impacts of creating good jobs and how companies can best integrate social responsibility practices during restructurings, automation, recessions, factory closures, and offshoring. She was also previously the Practice Lead for Urban Planning & Development at CPCS, a Canadian infrastructure development advisory firm that has implemented projects in more than 100 countries. Susan holds a Masters in Urban Planning from Harvard University Graduate School of Design and a Bachelors of Business Administration in Finance from the University of Cincinnati.

### **L. Hunter Lovins (Natural Capitalism Solutions)**



L. Hunter Lovins is the President and Founder of Natural Capitalism Solutions (NCS), a non-profit formed in 2002 in Longmont, CO. A renowned author and champion of sustainable development for over 35 years, Hunter has consulted on sustainable agriculture, energy, water, security, and climate policies for scores of governments, communities, and companies worldwide. Within the United States, she has consulted for the Presidential Cabinet, Department of Defense, EPA, Department of Energy and numerous state and local agencies. Hunter believes that citizens, communities and companies, working together within the market context, are the most dynamic problem-solving force on the planet. She has devoted herself to building teams that can create and implement practical and affordable solutions to the problems facing us in creating a sustainable future.

Hunter has co-authored fifteen books and hundreds of articles, and was featured in the award-winning film, Lovins On the Soft Path. Hunter has taught at numerous universities around the world, was a founding professor of Sustainable Management at Presidio Graduate School. Currently she is a professor of Sustainable Management at Bard MBA. Named a Master at the Chinese De Tao Academy, Hunter helped launch the Institute for Green Investment in Shanghai, and she is a Fellow of the Fowler Center at Case Western University. Lovins has consulted for scores of industries and governments worldwide, including International Finance Corporation,

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Unilever, Walmart, the United Nations and Royal Dutch Shell, as well as such sustainability champions as Interface, Patagonia and Clif Bar. She has briefed heads of state, leaders of the numerous local governments, the Pentagon, Congress and officials in more than 30 other countries.

Hunter lectures regularly to audiences around the globe. She has worked in economic development from Afghanistan to New Zealand, and served the King of Bhutan on his International Expert Working Group, charged with reinventing the global economy. She sits on the Executive Committee of the Club of Rome, the steering committee of the Alliance for Sustainability And Prosperity, and Capital Institute's Advisory Board. A founding mentor of the Unreasonable Institute, Hunter teaches entrepreneurship and coaches social enterprises around the world. She is also a founding partner in Principium, an impact-investing firm. Hunter has won dozens of awards from the Right Livelihood Award (Alternative Nobel), Leadership in Business, The Rachel Carson Award, and the European Sustainability Pioneer award. Time Magazine recognized her as a Millennium Hero for the Planet, and Newsweek called her the Green Business Icon.

**Petra Kuenkel**  
**(Collective Leadership Institute)**



Petra Kuenkel is an accomplished author and a leading strategic advisor to pioneering international multi-stakeholder initiatives that tackle common goods and sustainability issues. As a Member of the Club of Rome and the Co-Founder and Executive Director of the Collective Leadership Institute, she promotes the scaling-up of leadership and collaboration skills for change agents from the private sector, public sector and civil society. She is a thought leader on re-inventing leadership as a collective competence and her practical work is grounded in living systems and complexity science. She has a profound background in conceptualizing leadership development in multinational corporations and in dialogic change as an approach to transformation in complex social systems. Amongst many other publications, Petra Kuenkel is the author of the ground-breaking publication "The Art of Leading Collectively", published in the US.

**Marcus Hunt**  
**(Unilever)**



Marcus leads the European Wellbeing strategy at Unilever – as part of a combined approach between the Medical and Occupational Health and HR teams. He focuses upon delivering a 'business best' programme under Unilever's 4 pillars of Wellbeing - Physical, Mental, Emotional Health and Purpose. All pillars are connected to provide employee health support, the ability to flourish and a sustainable colleague workforce.

Marcus is a Chartered Musculoskeletal Physiotherapist and has worked in Occupational Health and Wellbeing for over 10 years. He has studied further within change management and transformational leadership. His experience includes managing clinical health services and account management within the manufacturing, utilities, retail and the IT industry.



**Jean Moreau  
(Phenix)**



Jean Moreau graduated from a Master in Public Affairs in Sciences Po after earning a Bachelor in Law in Cergy-Pontoise University and studying in ESSEC (Ecole Supérieure de Sciences Economiques et Commerciales) Business School. He is a lecturer in both HEC and Sciences Po in Paris, where he teaches Financial Analysis as well as Introduction to Corporate Finance & Private Equity.

In 2014 he co-founded Phenix, a French SME that provides services of recollection and reutilization of companies' wastes. Phenix has contributed to the recovery of more than 4 million kg of food waste and nearly one million kg of material. Its mission is to promote CSR and it aims to become the partner of all companies that wish to contribute to the "zero waste" ideal.

**Frédéric Dalsace  
(HEC)**



Associate Professor of Marketing at HEC Paris, Frédéric Dalsace is the holder of the Social Business/Enterprise and Poverty Chair. An HEC graduate, he also holds an MBA with honors from the Harvard Business School and both an MSc. and a Ph.D. in Management from INSEAD. Most of his research concentrates on inter-organizational issues such as outsourcing, product development, and buyer-seller relationships, but Frédéric is also working on non-traditional branding strategies.

Frédéric Dalsace has more than 10 years of experience in the business world. He worked in the sales and marketing departments of several industrial companies such as Michelin and CarnaudMetalbox (packaging), both in Europe and in Japan. Before returning to Academia, he was a strategy consultant with McKinsey & Company for more than three years.

**Luis Gallardo (World Happiness Summit)**



Luis Gallardo is a social innovator and entrepreneur with the higher purpose of elevating the vibration of the planet by developing ideas, connecting thought leaders, activists and communities and increasing awareness on the science of happiness, holistic education and smart innovation. Over the years Luis has been advisor to CEOs, thought leaders, entrepreneurs, Nobel Laureates, political and institutional game changers on strategic personal positioning and brand building. That access to the brightest and most conscious individuals has inspired him to understand that the world needs new lenses to understand growth and how humans and societies can thrive.

Luis has worked too in the corporate world as a global executive and has been protagonist of the transformation of industries such as professional services and the internet. Luis has been an international observer with the UN and OSCE in post-armed conflicts establishing democracy and the right to vote. For Luis Happiness is a human right and a life choice, an enabler of human development and social innovation. That's why he is committed to create with the World Happiness Summit the space for academics, activists, social innovators, scientists, governmental leaders, institutions and leaders in general to share and learn, to feel, understand and act towards a happier world and thriving societies. Luis has been recently appointed by the UNIDOH (International Day of Happiness – March 20th) to serve on the Executive Team and to create the global strategy for the day.

**Christine Rodwell**  
**(Véolia)**



After graduating from HEC in 1992, she became a journalist at Le Monde and then at the Agence France Presse (AFP) in London, where she wrote articles for the economics department. She then spent the next 10 years abroad, as a journalist and as a social business developer in Great-Britain, Argentina and Brazil.

Back in France, she became Reporters of Hope's General Manager. This non-profit association promotes media awareness and spreads solution-oriented information about education, economy, health and the environment. At the same time, she wrote a report on innovative financing for the General Secretariat of the United Nations. She also advised the faculty and the students of the HEC Social Business Certificate, chaired by Muhammad Yunus and Martin Hirsch.

In 2010 she joined Veolia, as Director of FACTS. This initiative, designed and developed by the Veolia Institute, collects and disseminates knowledge and best practices emerging from developing countries and impoverished areas of developed countries relating to education, economy, health and the environment. The cornerstone of the FACTS Initiative is an international report which follows the editorial rules prevailing in the scientific community.

In 2013 she became Veolia's Societal Relations Manager; she launched the Veolia Critical Friends Committee which is composed of high level players in the associative, institutional and academic fields. This Committee meets twice a year, in France or abroad, to convey to Antoine Frérot, Veolia's Chairman and CEO, the members' vision, expertise and constructive criticism. Christine was also in charge of defining and implementing a strategy of the stakeholders' engagement.

In 2014 Christine joined Veolia's Innovation & Markets Department, as Vice President Business Development Cities. Her main priority has been to implement solutions to help Cities become more resilient, particularly through the partnership with 100 Resilient Cities.

**Aaron Pereira**  
**(The Wellbeing Project and Ashoka fellow)**



Aaron Pereira is currently working on projects that focus on how people live together. One is a project bridging social innovation and personal development, and the other is a community space in Paris that mixes music, art and community.

Aaron finished a 7 year sabbatical in June, 2012, taking time for: deep inner work, traveling and figuring out where in the world he wanted to be based, and to explore different threads of the work about which he's passionate. Pre-sabbatical, Aaron worked as a social entrepreneur. He was a Co-Founder of CanadaHelps and Vartana. CanadaHelps is a charity that engages Canadians to support causes in their community and around the world. The organization raises C\$ 100 million a year for social sector organizations across Canada, engaging hundreds of thousands of people. Vartana was an attempt to create a new financial institution for the social sector, as well as to increase financing for social enterprise. It played a critical role in the early development of the field of social finance, and with early policy development including significant financing for social enterprise.

For his work as a social entrepreneur he was named an Ashoka Fellow and a World Economic Forum Young Global Leader. Aaron has completed a degree with a minor in Economics from Queen's University, and studied at Oxford University as a Skoll Scholar.

**Elizabeth Laville**  
**(Utopies)**



Graduate of HEC in 1988, Elisabeth spent several years in strategic planning for two advertising agencies before creating Utopies in 1993. Ever since, she has been recognized as one of the European experts in sustainable development, has received the Veuve Clicquot Prize for Businesswomen of the Year 2008, and was made Chevalier de la Légion d'Honneur that same year. She is author of the bestseller "Green Enterprise" and of several other books. She sits on the Board of Directors of Nature & Découvertes, and several other NGOs and foundations.

Among other things, Elisabeth is passionate about education issues, sustainable food, the relationship between individual and corporate commitment, social entrepreneurship, as well as for sustainable innovation and responsible consumption. At the confluence of these subjects, in 2004, she also created Graines de Changement - a laboratory of innovative projects that is at the origin of Campus Responsables (the first network of grandes écoles and universities committed to sustainable development in France) and of Mes Courses pour la Planète (an observatory for responsible consumption). She is also behind the report "For Sustainable Consumption" submitted to the Ministry of the Ecology in January 2011.

**Neil Barrett**  
**(Sodexo)**



Neil Barrett is Group Senior Vice President, Corporate Responsibility, Sodexo.

In September 2009, after 7 years as CEO Sodexo Australia and New Zealand, he moved to the newly created role of Vice President, Corporate Social Responsibility, Sodexo Remote Sites and Asia – Australia, based in Singapore. In December 2010 he took on his present role, based at Sodexo's headquarters in Paris and is responsible for the deployment of Sodexo's corporate responsibility roadmap - Better Tomorrow 2025 throughout the business.

Sodexo's corporate responsibility roadmap highlights the company's efforts around improving the Quality of Life for our employees, our commitments to local communities, health and wellness and the environment. As Sodexo continues to grow its facilities management services throughout the world, a focus on sustainable outcomes, by embedding actions around environmental issues particularly energy and waste, is crucial.

He has 39 year business experience, working in mainly managerial roles in international shipping, asset security, passenger rail transportation and heavy engineering manufacturing. His once in a lifetime, never to be repeated role, was managing a company that successfully provided the "best ever" corporate hospitality services to 26 major Olympic sponsors and their thousands of clients during the Sydney 2000 Olympic Games.

Barrett became a grandfather in 2010 to two beautiful identical twin girls. This has heightened his passion to drive Sodexo's sustainability plan throughout the business to improve the Quality of Life and make a Better Tomorrow for all.

**Malene Rydahl**  
**(Author, Speaker and executive coach, goodwill ambassador and expert on happiness)**



Malene Rydahl has 18 years of rich and extensive experience in the corporate world, most recently as Director of Corporate Communication for Hyatt Hotels & Resorts in EAME, in 2012 she qualified as one of the “24 women of the year” according to the French magazine L’Express.

Prior to her time with Hyatt Hotels & Resorts, Malene worked six years for Bang & Olufsen during the period of the turnaround of the company, she also held a position with WPP in France heading the key account “Le Bon Marché” (LVMH) of the agency.

She is now a full time writer, speaker and executive coach wanting to share the secret of what the Danes can teach us about happiness and how we can all live better, more purposeful lives. She also explores why Danish employees are some of the happiest in the world and how that directly impacts results financially in a positive way. She works with major French and international companies and she has recently been selected by the Secretary General to speak at OECD on happiness and how to live better lives. She has spoken at ENA (the French prestigious school which teaches future civil servants) and she was invited as a speaker at TEDx INSEAD in Singapore in 2015.

She is the author of the book “ Heureux comme un danois” (As happy as a Dane) published by Grasset in France in April 2014. The book became a best-seller and was awarded the prize of the most optimistic book in 2014. It has been published in Japan, Korea, Taiwan, Russia and will come out in 2017 in Spain, Germany, Poland, Turkey, Czech republic, United Kingdom and United States.

Alongside her career, Malene Rydahl has taken strong commitments. She was part of the advisory committee for the creation of Positive Economy Forum in 2012, an initiative lead by Jacques Attali under the sponsorship of the President of the French Republic. She is also an associate of the Danish start-up 42° Raw, a healthy fast food concept with 3 current restaurants in Copenhagen. Moreover, she supports Europe Tomorrow, a French social start-up which aims at mapping local social and environmental innovations across Europe.

Malene Rydahl has a degree in international business strategy from the Niels Brock business school of Copenhagen. In 2014, her childhood dream of becoming an ambassador came true as she was appointed Goodwill ambassador of Copenhagen.

**Cristina Tebar Less (OECD)**



Cristina Tébar Less is Head of the Responsible Business Conduct Unit of the OECD. She oversees work related to the OECD Guidelines for Multinational Enterprises, the National Contact Points, the development of sectoral guidance for responsible supply chains, and outreach on responsible business conduct. She has a broad ranging experience in trade, investment and environment issues. She holds a Master in Environmental Management from the University of New South Wales and a Diploma in Sustainability from the University of Sydney (Australia), as well as various Law degrees from the Universities of Tübingen and Saarland (Germany) and Madrid (Spain).



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**Shann Turnbull (International Institute for Self-governance)**



Shann pioneered research and teaching of corporate governance before this term came into vogue as a co-author in 1975 of the first course in the world to provide an educational qualification for company directors. In 1975 he also published his first book on Democratising the Wealth of Nations. The novel ideas in his book led to consulting assignments for multi-national corporations, United Nations, World Bank, and governments, including in 1991 the Peoples Republic of China and Czechoslovakia. Shann has been a prolific writer on reforming the theories and practices of capitalism.

In 2001 he obtained a PhD from Macquarie University with a thesis that showed how the science of control and communication in the animal and the machine described as cybernetics could be extended to organizations to create a science of governance as presented in his articles.

Shann applied the methodology developed in his dissertation to evaluate and rate the governance integrity of the largest 100 organizations in Australia by turnover for three years from 2001. From 2001 to 2006 he was the Australian Advisor to the London based Hermes Focus Asset Management. In 2002 he was commissioned by the London based New Economics Foundation to write a public policy booklet on A New Way to Govern: Organizations and society after Enron. Based on his PhD research he designed a MBA course that he taught during 2003/4 at Macquarie University on evaluating and designing the governance architecture of organizations in the government, non-profit and private sectors. He taught risk analysis to graduate students at the University of NSW in 2007 and at Sydney University in 2008. In 2011 Shann founded the Green Money Working Group in the UK to provide liquidity for Small and Medium sized enterprises in the event of another financial crisis. Group members represent 25% of the UK population.

**Jacques Berger (Action Tank)**



Jacques Berger is the director of the Action Tank. He has a long career in business strategy consultancy. He notably worked for Braxton Associates and the Boston Consulting Group. Jacques was born in Togo and graduated from HEC Paris.

**Philippe Peuch Lestrade (IIRC)**



Philippe Peuch-Lestrade is Strategic Senior Executive for the IIRC and was a Partner at Ernst & Young. He was an advisor to La Poste, Areva, the European Union, the French Ministry of Finance and the Cour des Comptes. Philippe leads research groups for the Association of Chartered Accountants, and launched the French Association for Audit Development. He is a professor of Governance and Corporate Social Responsibility at the Paris University and Lille University and has published technical books such as 'The French Reference Book on Accounting', 'Mastering Environmental Challenges', 'Internal Audit within Local Governments' and 'Guide to Auditing'.

Philippe is a Master of Literature, has a Post Graduate Diploma in Political Economy, is a member of the French Oversight Committee of the public rules and was, until December 2011, the Global Government and Public Sector Leader for Ernst and Young. He was previously the Financial Services Leader in France and Continental Western Europe Area. Philippe is a Chevalier of the Legion of Honour



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**Marcello Palazzi**  
**(Progressio Foundation)**



Palazzi is a public-minded entrepreneur operating as a developer of ventures, projects and initiatives that coalesce private and public interests for the benefit of the common good. In pursuit of this goal, Palazzi works in and across business, finance, civil society, philanthropy and government. Palazzi studied economics at the University of Buckingham, public and foreign policy and business administration at London School of Economics (LSE), London Business School (LBS), MIT and the Rotterdam School of Management. At LSE, in 1984, he graduated with a far-sighted thesis on "The Role of Small & Medium Enterprises in the European Community". At LBS, in 1987, he won "The Economist" Prize for best project on "Entrepreneurship and Management in the Non-profit Sector", overviewed and inspired by Professor Charles Handy. Schooling in northern Italy, Switzerland and the UK. Fellow of the Royal Society of Arts in the UK, member of The Clinton Global Initiative (2009-2010) in New York City, The HUB in Amsterdam. Palazzi has also taught economics (History of Economic Thought) at the University of Buckingham in the early 80s and been a guest lecturer in CSR and Sustainable Corporate Strategies at the Erasmus University Rotterdam School of Management in the 90s. At the University of Buckingham, he was elected President of the Student Government. At age 23, at the start of his career in 1981, he co-founded his first business in the UK and Italy with his father, manufacturing and marketing diagnostic laboratories and kits for environmental monitoring. Having achieved sales in 30 countries and considerable market recognition, he and his family sold the business in 1992. Since 1993 he has focused on Progressio Foundation from the Netherlands, which he had co-founded with Paul Kloppenborg in 1989. He is also active on several advisory boards: Avalon Foundation ([www.avalon.nl](http://www.avalon.nl)), Encounter of World Views Foundation ([www.encounterofworldviews.org](http://www.encounterofworldviews.org)), TBLI ([www.tbli.org](http://www.tbli.org)), Business in Development Challenge Foundation ([www.bidnetwork.org](http://www.bidnetwork.org)), the Network for Teaching Entrepreneurship ([www.nftenederland.nl](http://www.nftenederland.nl)), The Value Agency ([www.thevalueagency.com](http://www.thevalueagency.com)), SNS Reaal CSR Brainstorm Group, the Netherlands; FSG Social Impact ([www.fsg-impact.org](http://www.fsg-impact.org)), Switzerland; Tällberg Foundation ([www.tallbergfoundation.org](http://www.tallbergfoundation.org)), REWORK ([www.reworktheworld.org](http://www.reworktheworld.org)), Sweden; Dalberg ([www.dalberg.com](http://www.dalberg.com)), Denmark; Ethical Markets ([www.ethicalmarkets.com](http://www.ethicalmarkets.com)), Business as an Agent for World Benefit Global Forum ([www.bawbglobalforum.org](http://www.bawbglobalforum.org)), NetImpact ([www.netimpact.org](http://www.netimpact.org)), the USA; The Lisbon Council ([www.lisboncouncil.net](http://www.lisboncouncil.net)), Brussels; the World Future Council ([www.worldfuturecouncil.org](http://www.worldfuturecouncil.org)) and Shift 2050 ([www.shift2050.com](http://www.shift2050.com)) Germany. His past roles also include co-founder and Director of Social Venture Network Europe ([www.svneurope.org](http://www.svneurope.org)), Head of Development for The New Academy of Business, founded by Anita Roddick, director/board member/advisor of a number of SMEs, investment funds and non-profit organisations, such as the Andromeda Fund BV, the Robeco-Rabobank Sustainable Fund of Funds and ResponsAbility. Director, Policy and Communications, and BIAC Sherpa to the B20.

**Ali Karami Ruiz**  
**(BIAC)**



Ali Karami-Ruiz oversees the trade, health, and SMEs portfolios at BIAC, heads BIAC's communications, and acts as BIAC sherpa to the B20 and G20. He previously worked in public affairs and global health policy at the IFPMA—the global trade association representing the research-based pharmaceutical industry—and worked closely with U.N. specialized agencies and governments at multilateral environments. Prior experiences include work on crisis communications and international affairs. He holds a Master's Degree from the Graduate Institute of Geneva and a B.A. in French (High Honors) and International Studies from Davidson College in North Carolina, USA. Ali joined BIAC in 2013 and is fully fluent in English, French, and Spanish.

**Tatiana Krylova**  
**(UNCTAD)**



Ms. Tatiana Krylova is a Head of the Enterprise Branch, Division on Investments and Enterprise at the United Nations Conference on Trade and Development ([UNCTAD](#)).

Her duties among others include supervision and coordination of activities of the UN Intergovernmental Working Group on International Accounting and Reporting Standards (ISAR) to assist developing countries and economies in transition to meet international requirements in the area of accounting and reporting. In this regard she leads UNCTAD's work on formulating and implementation of Accounting Development Tool (ADT), as well as other activities related to corporate financial and non-financial reporting with a view to achieve better quality and international comparability of such reports based on international standards, benchmarks and good practices.

Before joining the UN in 2000, she was a partner at KPMG in Moscow where she was in charge of the Methodology department that advised Russian government and companies on transition to IAS/IFRS. She was also a consultant to the World Bank, OECD, EBRD, and other international organization on accounting and finance issues. In different years she was a member of the Standards Advisory Council of the IASB, of the Education Committee and the Developing Nations Committee of the International Federation of Accountants.

She was previously a Professor at [Moscow State University](#) teaching accounting and finance. She was elected as an American Accounting Association Distinguished International Lecturer for 1997. She holds a Ph.D degree in accounting from Moscow State University and was a Visiting Fellow at Stanford University, California, in 1992-1993.

**Veronique Menou**  
**(MSCI)**



Véronique Menou is Head of Thematic Investing in MSCI ESG (Morgan Stanley Capital International; Environmental Social Governmental)Research.

Her role consists of developing, maintaining and enhancing methodologies for thematic research products, including screening and indexes. She also leads the development of Custom ESG Indexes. Véronique is involved in developing tools for investors willing to reduce their exposure to carbon risks, including the development of the Low Carbon Indexes. Véronique holds a master's degree in international affairs from Bordeaux School of Management

**Tom Beagent**  
**(PricewaterhouseCoopers)**



Tom has a keen interest in helping companies develop management information which creates the insight and credibility needed for sustainable business growth. He is an impact measurement specialist who is at the heart of the team that developed PwC's Total Impact Measurement & Management (TIMM) framework, which allows organisations to measure and value the social, environmental, economic and fiscal impacts resulting from their operations, as well as their extended value chains.

Tom has more than 15 years' experience, leading and advising both public and private sector organisations develop more sustainable businesses. He currently leads TIMM projects with a variety of multinational clients from different sectors to help them manage trade-offs in decision making, drive innovation, identify risk and opportunity in their supply chains, and communicate with greater simplicity and credibility."

**Nashat Moin**  
**(Sustainability Accounting Standards Board)**



Nashat Moin is the primary liaison between SASB and the issuers, investors, and other stakeholders for the Transportation sector. In her prior role at SASB, she was responsible for developing standards for transportation, extractives, utilities, and service industries. She has extensive experience in quantitative research, from assessing opportunities for sustainable business to evaluation of carbon trading schemes.

Prior to joining SASB, she completed an MA in international energy and environment policy at Stanford University. She has worked at the Federal Reserve Bank of Richmond as an assistant economist and at Acumen LLC as a quantitative research analyst. She received a BA cum laude in Economics from Smith College and during her summer breaks held research positions at the World Bank and the London School of Economics, where she also spent her junior year.

**Chris Pinney**  
**(High Meadows Institute)**

Chris Pinney is the High Meadows Institute's founding President. The Boston-based Institute was established in 2013 by a group of business leaders to explore the role of business in helping define a 21st century social contract that ensures economic and social progress in a global economy. Chris brings to the Institute over 25 years of experience working with C-suite executives nationally and internationally on this issue.

Prior to the Institute, Chris was Vice President at the Alliance for Business Leadership, a non-partisan alliance of CEOs, business leaders, entrepreneurs and investors committed to defining a path forward for business leadership on sustainability. He was also a Senior Fellow at the Aspen Institute Business and Society Program, where led the development of the Business and Society Leaders Forum.

Previously, Chris was Director of Research and Policy at the Boston College Center for Corporate Citizenship, where he worked with Global 300 companies



on corporate strategy and sustainability. He also served as Director of Executive Education and was a chief architect of the Center's Corporate Citizenship Management Framework. As Adjunct Professor at the Boston College Carroll School of Management, Chris designed and taught the MBA curriculum on corporate citizenship as an integrated driver for business strategy.

Prior to joining Boston College, Chris was Director of the Imagine program in Canada, a national initiative that brought together Canada's leading CEOs and over 600 companies in a campaign to define an expanded role for business leadership in Canada based around a set of principles and commitments. Chris also served as Vice President of Corporate Citizenship at the Canadian Centre for Philanthropy. Chris has an extensive background in international development and has served as Vice President of the Canadian Council for International Cooperation and Chair of the Brussels-based International Council for Development Action.

Chris has a BA (Hons) from McGill University and is an RSA Fellow.

### **Romina Boarini (OECD)**



Romina Boarini is the deputy head of the well-being division and heads the Monitoring Well-Being and Progress Section of the OECD Statistics Directorate. In this role she is mainly responsible for the analytical and statistical work behind the OECD Better Life Initiative, including Your Better Life Index and the report How's Life? Measuring Well-Being. She is also in charge of the statistical pillar of the OECD Inclusive Growth Initiative, an OECD horizontal project that seeks to develop a new vision for combining economic growth and well-being. Recently she started working on a project on well-being and Big Data and on a project on experimental measures of trust. She has been member of various working groups on measuring quality of life and well-being, as the Eurostat Expert Group of Quality of Life and the WHO-Euro Well-Being Expert Group. She holds a PhD in Economics from the Ecole Polytechnique (Paris). Her research interests include well-being, distributive justice and social norms, education, experimental and behavioural economics.

**Emma Doner**  
**(VIGEO)**



Emma Doner is a Project Manager in the Innovation Team at Vigeo Eiris. She developed and manages Vigeo Eiris' Sustainable Goods and Services research line, which evaluates a company's contribution to sustainable development through its product and service offering. In addition, Emma has developed a range of investment tools for different asset classes focused on measuring positive impact. She recently worked with an array of stakeholders, including NGOs, international organisations, and investors, to develop a framework for private sector investment in the U.N. Sustainable Development Goals. Previously, Emma worked as an analyst specialised in Energy and Water sectors where she was responsible for evaluating the CSR strategies of companies and modelling risk analysis.

**Filipe Silva**  
**(OECD)**



Filipe Silva is an Economist at the Organisation for Economic Co-Operation and Development (OECD), where he has been working for the Structural Policy Division, Directorate for Science Technology and Industry. He is currently focusing on work in the area of industrial policy and steel industry analysis, supporting the OECD Steel Committee. Previously, he has worked on a number of topics including state-ownership and industrial performance in the shipbuilding sector, entrepreneurial finance and social impact investment. Before joining the OECD, Filipe worked for the Portuguese Permanent Delegation to the OECD. He holds a PhD in Economics from the University of Coimbra, Portugal, where he has also worked as a lecturer in Probability and Statistics. As a researcher, he has published academic work on firms' access to finance, export behaviour and innovation activity.

**Georges Blanc**  
**(HEC)**



Georges Blanc is currently Professor Emeritus of Strategic Management at HEC Paris, where he has spent most of his career as a full-time Professor. He has been teaching (in MBA, Doctoral and Executive education programs) and researching in the field of Strategy and Organizational Change for more than thirty years with HEC (HEC is consistently ranked n°1 or n°2 Business School in Europe by the Financial Times). In spite of his formal retirement in 2005, he is still active at HEC Executive Education.

He graduated in 1964 from the Ecole Normale Supérieure de Paris-Cachan, with the title of "Professeur Agrégé de l'Université", and he was in 1971 International Teaching Program Fellow at Harvard School of Business. Along his career, he has been visiting professor at the University of California at Berkeley, University of Otago (New Zealand), Oxford University, New York University, Foundation Dom Cabral (Brazil), and Warsaw University of Technology (Poland). He was one of the initiators and first Academic Director from 2000 to 2005 of the TRIUM Global MBA program, one of the most prestigious Global Executive MBA in the world (world ranked n°1 by the FT), managed in collaboration with London School of Economics and Stern School at NYU. He built and developed during 20 years a successful consulting



company focused on Business Strategy Implementation in France and Europe. He is now mostly involved in building and managing training programs with high executives in China, Russia, India, Latin America and Europe.

**Antonella Noya  
(OECD)**



Antonella Noya is a Senior Policy Analyst with the OECD LEED Programme, and the Manager of the OECD/LEED Forum on Social Innovations. She does international policy analysis and assessment in various areas including: the role of non-profit sector, social economy and social enterprises in economic development; the role of culture in local development; asset-building for low-income people; social innovation; community capacity building; corporate social responsibility towards local communities; and, women entrepreneurship.

She has authored, co-authored, edited and co-edited several OECD publications. Including: Social enterprises, The Changing Boundaries of Social Enterprises. Entrepreneurship as a Catalyst for Urban Regeneration; The Non-Profit Sector in a Changing Economy, Social Economy: Building Inclusive Economies and Community Capacity Building: creating a better future together; L'entreprenariat social en France. Réflexions et bonnes pratiques" (June 2013, with the Centre d'Analyse Stratégique), Culture and Local Development; Asset-building for Low-income People: A New Policy Debate. Antonella is a former board member of MOUVES, the French Mouvement des Entrepreneurs Sociaux and sits in the board of Convergences 2015, in the scientific committees of RELIESS International Partners Committee, a Canadian network for public policies for social economy, of the national observatory of the social economy in France and of the Rencontres du Mont Blanc. She also sits in the French national consultative committee on Social impact investing (G8) and in the Italian national experts group on social entrepreneurship (Government led) and is part of the UN inter agency task force on Social and Solidarity Economy.

**Nicola Dragonetti  
(HEC)**



Nicola is a project manager in the research team of the HEC Chair on Social Business, which he joined in 2012.

After his graduation from Università Bocconi in Milan, he worked for a few years as a consultant in London, before alternating periods in consulting (Milan, London, Paris), with periods in academia and research. He holds an M.Sc. in Management with specialization in Strategy from INSEAD, where he has also completed his Ph. D. coursework. He has been a Doctoral Fellow of the Advanced Institute of Management in the UK, working at the University of Liverpool for 16 months as a project manager on a £1M research project.

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**Fabian Salum**  
**Fondation Dom Cabral (Brésil)**



Fabian Salum is a professor and a researcher of competitive strategies with an emphasis in Business Models and innovation at FDC. Fabian is currently pursuing a doctorate in Business Administration from Pontifícia Universidade Católica de Minas Gerais (Brazil) and Visting Scholar at INSEAD (France), holds an M.Sc. in Business Administration from Fundação Pedro Leopoldo (Brazil) and a B.Sc. in Mechanical Engineering from Pontifícia Universidade Católica de Minas Gerais (Brazil). Professor Salum teaches at open enrollment and custom programs, and corporate partnership programs at FDC. He has already developed programs in organizations such as Andrade Gutierrez, Freudenberg, Amanco, Unimed, Biorigin, TV Globo, Bemis, Algar, Coca-Cola, Invepar, Electrolux, Petrobrás, Souza Cruz, among others. He is a former faculty member of Fundação Getúlio Vargas and IBMEC. As a consultant, he has worked in different areas worldwide. He has been a team manager at the Corporate University of Fiat Group and held executive positions at companies such Toshiba, Unilever, Lear Corporation, Fiat, and Votorantim. At FDC, professor Salum was the executive manager of the Sustainable Growth Partnership (PCS), manager of the Center for Reference in Innovation (CRI Minas), and technical coordinator of the program Partners for Excellence (PAEX).

**Young Lee**  
**(Innovative Workplace Institute)**



As Executive Director at IWI, Dr. Lee emphasizes the importance of the evidence-based practice that looks at the physical environment as a vehicle to achieve organizational efficiency and optimum worker performance by addressing productivity, health, and well-being simultaneously. Continuing her work as the project leader of CAPTIW©, Dr. Lee orchestrates the efforts for research, dissemination, private consulting, and public relations at IWI. Trained in Interior Architecture and Design for two decades, she brings to IWI her expertise in the impact of indoor environmental quality (IEQ) on occupant performance; spatial and design attributes of the innovative workplace affecting the organizational bottom line; and sustainable design attributes and occupant performance, health, and well-being.

The groundwork of her decade-long research in two areas became the foundation of CAPTIW©: workplace design criteria for creativity & innovation and workplace design criteria for employee performance, health & well-being. Bridging research, design and consulting experiences, Dr. Lee has created CAPTIW©, one of the most innovative and comprehensive evaluation tools for the 21st century workplace, connecting organization innovation performance to the performance of the workplace environment. She continues such exciting endeavors at IWI. Her rigorous research work has been numerous published in peer-reviewed journals and presented at international and national conferences.

**Matthew Schottenfeld**  
**(Associate Director, Innovative Workplace Institute)**  
**Senior Manager, Electronic Information Center, Fordham University)**

Mr. Schottenfeld is a senior manager and executive producer in the Electronic Information Center at Fordham University in New York City for broadcast technology. He is concurrently the associate director for business and technology of the Innovative Workplace Institute that focuses on advancing collective practices of workplace design and strategies for sustainable workplaces. With experience in the fields of facility design and engineering for over 30 years, his expertise resides in workplace performance management and analytics, acoustical engineering, media technology, and design and engineering of performance spaces. His publications can be found in the Journal of Learning Spaces, International Journal of Sustainable Development, International Journal of Environmental, Cultural, and Social Sustainability, as well as presentations at various national and international conferences including IFMA Fusion International Facility Management Association, NEOCON, Healthcare Design, EDUCAUSE, Green Building Council NESSBE, Juilliard School of Music, Fordham University Technology, ASID American Society of Interior Designer Webinar series, and New York Conference on

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Behavioral Research.



He has worked professionally in the fields of design, engineering, broadcast television, film, music, multi-media, and education. He is a classically trained music composer and his award winning music soundtracks can be found in numerous feature and documentary films. Mr. Schottenfeld was tenured faculty in the Department of Music at City University of New York, Hunter College prior to coming to Fordham University and is a member of the National Association of Broadcasters.

### ***Gerd Hofielen (Economy for the Common Good)***



Gerd is a seasoned management expert who started his professional career in purchasing, financial and team training roles with a global conglomerate. Management development and negotiation training were the top priorities in his first consulting company in Berlin. After moving from Berlin to London he co-founded a consultancy with a focus on improving intercultural cooperation, international leadership and negotiation skills. He worked with European and US companies in leadership effectiveness and culture change programs, helping them to shape cultures that would be meaningful in a global environment.

His expertise is to change and evolve the behavioural skills and mind-sets of senior and middle management through coaching and training programs. An often used approach is action learning to develop the competencies of both leaders and teams to successfully deploy the company's strategy.

This background is now pivotal in his role at the Humanistic Management Center. Changing the DNA of companies and injecting a strong commitment towards corporate responsibility are of paramount importance for Gerd and his clients. He works with leaders and managers who want to base their practices on a humanistic sustainability paradigm and ensure they are firmly rooted in an ethical framework. Gerd also challenges senior and middle management to help them anchor novel mindsets in the company culture. He uses the AA1000 standard, the OECD Guidelines for Multinational Enterprises and the matrix of the Economy for the Common Good as frameworks for consulting. Other elements of his personal training are Systemic Change Management, Group Dynamics and Organisational Development. University education: BA Business Administration and MA Psychology

### ***Sarah C. White (University of Bath)***



Sarah C. White is professor of international development and wellbeing at the University of Bath, UK. Her research concerns the ways that social identities, culture and relationships are engaged and represented in development processes. Since 2002 the main focus of her research has been wellbeing in developing countries, including 'Wellbeing and Poverty Pathways', an ESRC-DFID funded study in Zambia and India, 2010-2014. In 2016-17 she holds a British Academy/Leverhulme Senior Research Fellowship for work on relational wellbeing. Recent books are Culture and Wellbeing: Method, Place, Policy, (Palgrave Macmillan, 2015) and Wellbeing and Quality of Life Assessment. A Practical Guide, (Practical Action Publishing, 2014).

Keywords: relational wellbeing, international development, qualitative and mixed methods, culture, social identities

**Lamia Kamal-Chaoui**  
**Director of the Centre for**  
**Entrepreneurship, SMEs, Local**  
**Development and Tourism (CFE)**  
**(OECD)**



In this capacity, Lamia Kamal-Chaoui oversees the Centre's work as the OECD's policy delivery-hub for entrepreneurship, SMEs, local development and tourism. This includes the Local Employment and Economic Development Programme (LEED) and the Champion Mayors for Inclusive growth Initiative. She previously served as a Senior Advisor to the Secretary-General, supporting its strategic agenda, including addressing on inequalities and climate change.

Her responsibilities also included the coordination of the OECD Inclusive Growth initiative, the Knowledge-Sharing Alliance programme, the implementation of the OECD Strategy on Development and relationships with philanthropic Foundations. Prior to working in the Cabinet, she was Head of the Urban Programme for more than ten years, advising national and local governments on issues related to governance, social inclusion, climate change and green growth and initiated the launch of the OECD Roundtable of Mayors and Ministers on Urban Development. She has also held other positions at the OECD in the Public Governance and Territorial Development Directorate, the Trade Directorate and the Financial and Enterprises Affairs Directorate. Ms. Kamal-Chaoui is a member of several International Committees and Advisory Boards, is a graduate school professor and teaches "Governing Large Cities" at Sciences Po, Paris.

**Jean-Christophe Laugée**  
**(Danone)**



VP Nature & Cycles Sustainability

Jean-Christophe LAUGEE entered Danone in 1998 as Industrial Human Resources Manager within the Early Life Nutrition division after 6 years as Business and Labor Lawyer. In 2002 he joined Danone Russia as Human Resources Director. Then, in 2007 he took the position of Danone Sustainable Integration Director. He was appointed Danone Social Innovation and Ecosystem Fund Director in 2009, and deployed the sustainable sourcing strategy of this procurement Dairy entity. In March 2016 he has been appointed Danone VP Nature & Cycles Sustainability and General Manager of Danone Ecosystem Fund.

He also gives lectures in several Business Schools and Universities around circular economy and inclusive growth topics (Oxford Said Business School, HEC, ESSEC Sciences Po Paris).



***Pierre Habbard (TUAC)***



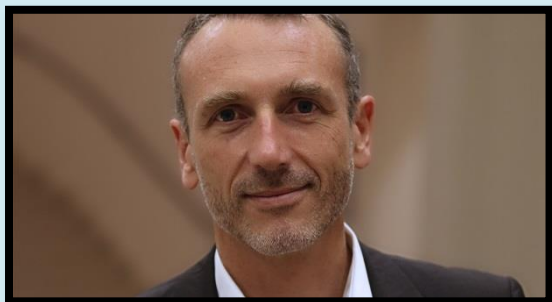
Pierre Habbard is a senior policy advisor to the Trade Union Advisory Committee to the OECD (TUAC) covering pension fund regulation, responsible investment, tax, corporate governance, financial regulation and public governance. He has held this position since 2003. He is a member of the Global Unions Committee on Workers' Capital and has served on the board of directors of Oxfam France and on the Stakeholder Council of the Global Reporting Initiative. He is a French national who graduated from the Université Paris IX Dauphine and the London School of Economics and Political Science.

***Danny Leung (STATCAN)***

Danny Leung is the Director of the Economic Analysis Division at Statistics Canada. The division carries out a research and data development program on productivity measurement and analysis, business and employment dynamics, industry dynamics, economic geography, and research in support of development in the Canadian Macroeconomic Accounts. It is also responsible for the Canadian Centre for Data Development and Economic Research, the centre in Canada where researchers have secure access to Statistics Canada's holdings of economic and business microdata for approved analytical projects.

Prior to joining Statistics Canada in 2009, he worked for seven years at the Bank of Canada. He has a Ph.D. in Economics from Western University, London, Canada.

***Emmanuel Faber (Chief executive officer, Danone)***



After graduating from HEC, Emmanuel FABER began his career as a consultant at Bain & Company and later Baring Brothers. In 1993, he joined Legris Industries as Chief Administrative and Financial Officer before being named Chief Executive Officer in 1996. He joined Danone in 1997 as Head of Finance, Strategies and Information Systems. He became a member of the Executive Committee in 2000. In 2005, while Danone was strengthening its management structure in the Asia-Pacific region, Emmanuel FABER was named Vice-President for the Asia-Pacific region in charge of operational activities. From January 1, 2008 to September 30, 2014, he served as Deputy General Manager of Danone, responsible for major corporate functions (Finance, Human Resources, etc.), and was named Vice-Chairman of the Board of Directors on April 28, 2011. Since 2008, he has served as Director of the Danone communities mutual investment fund (SICAV). Since 2009, he has been a member of the Steering Committee of the Danone Ecosystem Fund. Since December 2011, he has been a member of the Steering Committee of the Livelihoods Fund. Since October 1, 2014, he has been Danone's Chief Executive Officer. On January 1, 2015, he was appointed Chairman of Danone's Executive Committee.