



# TRANSCRIPT

**Empower. Invest. Accelerate.**

The retention and advancement of women in the new global economy

**A Deloitte Touche Tohmatsu  
Webcast celebrating International  
Women's Day**

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# Webcast transcript

## Host:

Welcome to the Webcast “Empower. Invest. Accelerate. The retention and advancement of women in the new global economy”, hosted by Deloitte Touche Tohmatsu. Before we begin, I'd like to take a moment to highlight some of the features of our event:

- In the lower right hand corner of the screen are Webcast links including a “RESOURCES” link to download or print materials referenced in today's Webcast.
- You may submit a question any time during today's presentation by entering your question in the “ASK A QUESTION BOX” provided at the bottom of your screen and clicking “submit”. We encourage you to make the most of this event by asking our panelists content related questions.
- For technical support, simply click the “HELP” button or enter a question into the box provided at the bottom of your screen.
- You can also “ENLARGE SLIDES” for easier viewing.

Now, I'd like to introduce our host for today's Webcast, Jim Wall. Jim is global managing director, talent, and chief diversity officer, Deloitte Touche Tohmatsu. Once again, please welcome Jim Wall.

## Jim Wall:

Thank you, Bob. Hello everyone. Good morning. Good afternoon. Good evening. I said it that way because we have over 1,200 people from all parts of the globe listening to this Webcast, as I speak. It's heartening to have you all here. We are looking forward to a wonderful hour.

Last fall, I was in Dubai for the Summit on the Global Agenda convened by the World Economic Forum. Getting invited to participate at this event says a lot about Deloitte's position on the global stage, our commitment to women and diversity, and inclusion.

It was an opportunity to discuss with around 700 of the top minds in the world the big issues driving the world's and Deloitte's business and talent agendas.

What is the state of the world? How can we improve it?

These were the two questions we were basically called together to answer.

I came away from that experience inspired. The goal of the meeting was not to come up with the solutions but to inspire the 700 or so people who were there with the will to act.

I left Dubai with a clear understanding that all of us on this planet are interdependent, and the change around the world or within an organization is about effective, responsible leadership, and implementation across channels, collaborating across borders in multidisciplinary and multifunctional teams.

I returned to my firm from Dubai with ideas and solutions I'd never considered before, and that can only better inform the way we do business.

And that's the goal of today's Webcast, to inspire you and to give you ideas and solutions to drive the retention and advancement of women in today's tough economic times and tomorrow's economic upturn that will inevitably come.

I'd like to introduce the facilitator for today's call, Ellen Galinsky:

Ellen is president of the Families and Work Institute, a nationally and internationally recognized researcher, author and speaker who examines the intersection of work, family, and community; trends in the American workforce and workplace; child development; early learning; youth attitudes; women's leadership; multigenerational workforces and elder issues. Ellen is the author of over 35 books and reports, including the groundbreaking book, *Ask the Children*, selected by *The Wall Street Journal* as one of the best work-life books of 1999. At the Institute, Ms. Galinsky co-directs The National Study of the Changing Workforce, the most comprehensive nationally representative study of the U.S. workforce, dating back to 1977; and The National Study of Employers, a nationally representative study that has tracked trends in employment benefits, policies, and practices since 1998. Ellen is a thought leader, and a pioneer, and an inspiration to all of us. Ellen welcome. I'll turn the program over to you.

### Ellen Galinsky:

Thank you so very much Jim. I am thrilled to moderate this global virtual panel. Women's advancement matters a lot to us at the Families and Work Institute and matters a lot to the companies we work with. Jim mentioned that we have a nationally representative study of the US workforce and we are about to release the first paper next week. So here is a sneak preview about a few of the findings that we found really compelling:

- In fact, we found a real sea change among women, particularly younger women. When we looked at people whom in the United States we would call Generation Y - people under 29 years old - we found that for the first time, women were just as likely as young men to want jobs with greater responsibility.
- That may sound like it was always true, particularly among younger women, but it wasn't. Just 16 years ago, there was a gap between women who wanted jobs with more responsibility, 72% did and 80% of men – this is an 8% gap.
- We also found – again, a surprising finding -- that women, when they had children, were just as likely to want to advance as women who didn't have children. And again, that hasn't been true in the past.
- There is so much more in the study, and we will put it up next week when it comes out, but for example: women contribute 44% of family income, and it was 39% just 11 years ago. We found that one in four women - 26% - earns at least 10% more than her husband or partner, up from 15% in 1997.

So, we have many resources in this call, including my study to come out next week and some studies that we have done with Catalyst. And they are available to you under "RESOURCES" at the bottom of the screen.

Today we are going to:

- Explore the current state of the economy and how it is both a challenge and an opportunity for women and for organizations.
- We are going to offer insights into how the workplace has changed and is changing all around the world—North America, Europe, Asia, and the Middle East.
- And we are going to talk about best practices among gender diversity programs and advice for women about how to use this opportunity during a tough economic time to not lose ground but in fact to gain ground.



We have four distinguished panelists who are dialing in from all over the world and I want to thank you for dialing in at night, in the afternoon, and early in the morning.

Before we begin now, I'd like to send my thoughts and prayers to Eleanor Tabi Haller-Jorden, General Manager of Catalyst Europe. As you know, Tabi was to have been one of our panelists today, and sadly she is unable to join us due to the sudden death of both of her parents.

I'd also like to thank Mirella Visser very much for her willingness to step in on short notice. I'm sure we will benefit from her insights and her expertise.

Mirella is the president of the women's professional women's network <sup>1</sup>. She is the CEO for the Centre for Inclusive Leadership. She is an advisory board member of the European Leadership Platform, and she was nominated as the European of the Year in 2007 by the European Voice of the Economist.

Also joining us from Tokyo is Kaori Sasaki. She is the president and CEO of eWomen, Inc. You will agree that we found incredible women from all over the world to talk. She is the president of UNICUL International, and she is the chair for the International Conference for Women in Business. You'll see some slides of that in a moment.

I should have said that The European Professional Women's Network - back to Mirella - is a unique online networking and learning community for women and companies seeking to promote women's professional progress.

And for Kaori: eWomen focuses on "Smart Consumers", mainly in Japan, managing a community of working women and working mothers.

Sharon Allen is right across the room from me in New York and she is the Chairman of the Board of Deloitte U.S. and member of the global Board of Directors of Deloitte Touche Tohmatsu. Forbes named her one of the 100 Most Powerful Women of the Year for the past 3 years. We have had the pleasure of honouring her as a leader in the work-life field as well. So, I know that you will enjoy hearing from her.

And then also we have Hutham Olayan. She is representing the Middle East as well as North Africa.

She is the director of the Olayan Group, president and CEO of Olayan American Corporation. She is a director of Morgan Stanley, a trustee of the American University of Beirut, and a member of the Gender Parity Group for the World Economic Forum.

Her organization is a private, multinational enterprise that was founded in Saudi Arabia some 62 years ago and is a major international investor and a leading diversified business in Saudi Arabia and the wider Middle East. It has offices all over, in the Middle East, in London, and in New York. It was founded by her father and all four of his children, including his three daughters, are very involved in this business.

Our basic process during this Webcast is to start with the past, to move to the present, and then to advance to the future. So, we are all around the world and we are all around time, too. `

My first question is: In two to three points, if you could just tell us how the workforce is changing in your region of the world? We will begin with Japan and Kaori.

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<sup>1</sup> Correct: European Professional Women's Network

### **Kaori Sasaki:**

Ok... Hello! First of all, I am very happy to be here and I am talking about Tokyo and also through the eyes of eWomen. Just briefly:

I started the first business 23 years ago in Tokyo. It was very rare for women, single women, to start a business, so that my case was frequently covered by the media. That's how I learned how much difficulties other women have in big corporations.

In Japan in 1986, about 24 years ago "The Equal Employment Opportunity Law" started. Before that time, women were not really equally treated in companies. However, the law was enacted, but it was not strong enough. There were no legal powers in the corporations. Through the hard work finally in 1999, some of the regulations got stronger and unequal opportunity was banned.

So, now I see, for the past 20 some years, that the number of working women is increasing and then also a lot of laws supporting working mothers have been released.

Is this just about it?

### **Ellen Galinsky:**

Yes, yes that's perfect. Thank you. The history in two minutes. Thank you so much. And I think, you are going to see how diverse people's experiences are. We are going to now turn to Sharon.

### **Sharon Allen:**

Well, I have a slightly longer view, having started my career almost 36 years ago, and at that time only 5% of women were actually accounting majors and of course today it's about 55% of women. But at the time I started in the workforce, only about 43% of women were in the labor force. Now, I will say we are going to find that that seems pretty high compared to some other parts of the world. But today we have made progress to the point where 59% of our women in the US are labor force participants.

It's interesting to note that The New York Times last weekend stated that "we are poised to perhaps have women surpass men on the nation's payrolls, for the first time ever". Now that isn't necessarily due to just increased gender equality, but rather because in today's world, with the economic challenges that we are encountering, there are more men being impacted by the loss of jobs: the industries that men seem to be more prevalent to are manufacturing, construction, other industries—and women are more prevalent in those areas that are less impacted perhaps.

But all of that said, there is still much work to be done. Today in the U.S. women make up only 16% of corporate officers and about 15% are corporate board members in the US. In Canada, to pick up a little bit of the rest of the North America region, about 13% of board seats are occupied by women. Fortunately, organizations like our own with Deloitte and many others, are seeing and recognizing the need for change in that, and so we are continuing to make improvements. That said, there is still much to be done in the area of women in leadership in the U.S. and North America.

### **Ellen Galinsky:**

Now we are going to go to the Middle East and North Africa with Hutham and we are going to hear again a very different story.

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Panel Question 1: Briefly outline how the workplace has changed and is changing for women in your region of the world.

## Hutham Olayan:

Good morning and thank you very much. I am going to confine my remarks to the Arab world. Let me define what I mean here. We are talking about Morocco in the West all the way to the Gulf States in the East. And I will focus on Saudi Arabia which is my home country. It is the largest economy and probably the most interesting in terms of gender issues. I would have to say that things have improved rapidly of late. Over all, women's share of the total labor force stands at about 28%. But there is great diversity there among the 20+ countries in the region. The best case, as I understand at the moment, is Kuwait, where the proportion of adult women in the work force is more than 50%. At the other end of the spectrum is Saudi Arabia where women make up just about 14%. There has been tremendous gain in health and education, but this has not translated into as much gain in the work force. In Saudi Arabia, for example, 56% of the university graduates are women; this is quite high, but remember, as I said earlier, only 14% are in the work force. Therefore, there are still too many women unemployed or underemployed and, by the way, as far as the Middle East, this is true for men as well. This is a chief and critical challenge going forward. Thank you.

## Ellen Galinsky:

Thank you so much and now we are over to Europe with Mirella.

## Mirella Visser:

Thank you so much and thank you for joining us all today.

First, one remark about our network: the correct name is European Professional Women's Network. And what we do is, we connect 3,500 women across Europe, connected through an online platform, but also organize events, about 500 a year, all across Europe to strengthen women's leadership. So that's really the mission of our association. And what we also do, we conduct a lot of research on the topics that we are talking about today.

If I go to the question here, how has the workplace evolved for women in Europe, what are the most important factors? I think there are two key points that I would like to make.

At the moment in time, women's participation rates have never been higher in the EU since 1957 when the EU Treaty was implemented, in which it was stated that women and men should receive equal pay for equal work, a lot has happened. Nowadays, about 57% of women across Europe, and I am talking about the 27 EU countries, are employed. And you could actually say that, since the year 2000, women have been the engine of growth in Europe as they take on more than half of their share of the millions of jobs that were created since 2000<sup>2</sup>. So, women are really an economic force in the employment industry nowadays.

There is, however, another factor to this, which is that in Europe we have developed a culture of part time work, which enables women and men—both of them—to combine work and family, but has also led to a lot of women taking part time jobs. Within the European Union it now stands at about 31% on average, whereas a number of countries are even far higher. In my own country, the Netherlands, 75% of working women actually work part time, which means that full time working women are a minority and that is quite a significant fact, I think.

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<sup>2</sup> 6 million out of 8 million jobs created since 2000

Another very important thing that I would like to mention—and then I will finalize—is the fact that still very few women are part of companies' boards. We are doing bi-annual studies into boards of the top 300 European corporations and we found that in the year 2008, 9.7% of those top positions were taken up by women—which is not even 1 out of 10—and this percentage is moving very, very slowly.

So, those two factors, part time work, and also still the scarcity of women in top positions, mark the European landscape for women now. Thank you.

### Ellen Galinsky:

Thank you so much. We are going to actually turn now to you, the listeners, and ask a polling question to you.

How important do you think women's advancement and retention are to the leaders in your organization in achieving your organization's sustainability and success? In other words, how important is the issue of women's advancement to your organization's business success? Very important; somewhat important; not too important; not important at all.

If you could vote now, then we will give you the results of this poll. What it looks like is actually quite amazing: 67% of you say "very important," "somewhat important" 26%, "not too important" 6%, and nobody says "not important at all". That's actually quite amazing. We asked a similar question in the United States the other day, and we didn't get such positive results, so I think I really like this global conversation that we are having.

We are going to move from the past now, from the background sketch that we have been doing, to talk about the present and particularly the present in a difficult economic environment. Could you talk about what the business case is for women's advancement in your region of the world and what the impact of the difficult economy that we are in has been on gender diversity programs and women's advancement?

I am going to begin. We are going to start with Hutham now.

### Hutham Olayan:

It is a documented fact that women's employment has a direct impact on GDP growth, and the Arab world is no exception. In fact, a recent study has found that if female labor force participated and reached the predicted level based on certain data, the per capita GDP growth during the 1990s in the region would have been nearly a full percentage point higher per year than it was. And, in other parts of the world the global economic slowdown is having its impact and so it is in the Arab world; it's not any different.

It is too early, I believe, to see the impact of the current economic slowdown on gender diversity. But I believe that it will aggravate unemployment, just like any other part of the world.

On the other hand—and this is where I believe there might be a silver lining—as the recession squeezes the upper middle class, it is plausible that we may see more and more two-income households. By the way, this trend we saw happening in the last few years, and I believe that the economics will drive it to increase.

Also, I believe that women in the Arab world may not be as hard-hit as women in other parts of the world. And the reason is simple: employment for women in the Arab world is still much less costly than it is in different parts of the world. This is both good and bad, but it is a fact.

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Audience Question 1:  
How important do you think women's advancement and retention are to the leaders in your organization in achieving your organization's sustainability and success?

1. Very important
2. Somewhat important
3. Not too important
4. Not important at all

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Panel Question 2:  
Describe the business case for women's advancement in your region of the world and the impact, if any, the current economic environment has on gender diversity programs.

Finally, many Arab countries, particularly in the Gulf, the small Gulf countries, they are very dependent on foreign labor, and I am sure a lot of us have read in the paper about this labor situation....The global recession is forcing many of those workers to go home. This is terrible for the countries that depend on foreign remittances. But there may be a silver lining here for the local women who want to enter the labor force and this might represent an opportunity for them to do so.

### **Ellen Galinsky:**

It's interesting that we are from so many different parts of the world and yet, what's happening economically is affecting more dual earner families.

Mirella, what do you see is happening in the present?

### **Mirella Visser:**

Well, as the previous speaker said, it is a bit too early to conclude on what is the effect of this economic crisis on women. However, there are already some signs that there will be significant effects on women.

I could point to a study that was just a couple of days ago published in Spain, where they found out that during last year, the year 2008, the equal pay gap has worsened as a result of the crisis already compared to 2007. It went from 10% to 14.7%.

In the UK we see already articles appearing that women are losing their jobs at a rate twice as fast as men. So, there are some indications that women might be hit more severely than men in this situation.

However, there are also very positive signs as I have seen, which are that companies and investors are waking up to the fact that maybe a new leadership style will emerge in the future and that women will become to be seen as more reliable and also more risk-averse investors and managers.

So, we also see studies coming out from France - a recent study on the CAC 40 - indicating that investors have more confidence when women are on board than with companies where there are no women on board. So it might be a blessing in disguise, but the jury is still out, I would say.

### **Ellen Galinsky:**

Very interesting; let's go now to North America and Sharon.

### **Sharon Allen:**

Well, indeed, I think that we have to be careful in these times to assure that the good work by many companies in the US and beyond doesn't get diminished by the economic impact of reductions in workforce and changes in the environment.

I think all of us have to be very watchful that we are cautioning that women are not disproportionately disadvantaged in this environment.

That said, I was with a group of college students the other day, and I said, "you have to remember these four important words: this too will pass. The economic conditions will improve. We just don't, any of us, know when but we would like it to be sooner than later."

Once things do improve and as we all look at the workforce with a long term view, I think we have to keep in mind that the demographics are forcing and will continue to force the need to focus on assuring that we are inclusive of women

and people from diverse backgrounds. Think about it, we are going to have 10,000 baby boomers who will be turning 62, which is the average retirement age in the US, every day. And for the next 30 years we are predicting that we will have fewer young people entering the workforce than baby boomers retiring. When you think about that, we can't afford—any of us in the corporate world—to not encourage and support the success of women.

It is also well documented, by Catalyst and other organizations, that those companies that have a higher percentage of women on their boards and in their executive suites actually have a higher return on equity, higher return on sales, and a significantly higher return on invested capital. So, as you look at those numbers and you think about the future, I think, it isn't just the right thing to do to create a good environment for women to succeed in business but it is a good business decision as well.

### Ellen Galinsky:

When we get to our next question, I am sure that many of our listeners were wondering how they convey that kind of information in compelling ways to the leaders in their organizations. I know the aging of the workforce is a particular issue here in the United States. We have 65% of the US labor force over 40 years old.

I know that's an issue also in Japan, so Kaori why don't you give us the perspective from Japan?

### Kaori Sasaki:

I think that women are split into two directions.

One group thinks: Oh no—a bad economy! So that maybe we should stop working and look for a good husband to marry and just become a housewife. That is one direction.

The other group of people: Ok, this is the time I should learn more, study more and work harder... and when I look around me,, there are so many positive people who are really studying harder.

The conference I am organizing—International Conference for Women in Business—when I started 14 years ago, that the strong economic group association told me not to start or have that kind of conference because they told me that those women who may come to the conference will drop out or drop off from the mainstream of Japanese economy.

But now, 14 years later, every year the participant rates are increasing and more than one thousand people from all over Japan participated in the business conference, the first ever business conference in Japan.

Also, when eWomen did research for the working mothers about how raising children influenced their work, surprisingly, 79% of working mothers said that it had a positive, very positive influence on their work, not only on their life. So, women have a positive attitude.

And also the corporations have changed. They started thinking that diversity management is very important, so that for the last couple of years, eWomen started receiving so many offers to do training, to educate women executives or potential women executives in corporations. They started asking me to be on their advisory board or to be a board member. So many companies are starting to include women in their management teams.

## Ellen Galinsky:

I hope that this discussion is as inspiring to you as it is to me. You can see that all change starts with someone like Kaori just told us who—people say “you can’t” and she says “oh yes, I can”. We have a polling question now for you.

How do you think is the economic crisis affecting your leaders' views of women's advancement and retention? Do you think that there is going to be no change? Do you think that it is going to be seen as more important or do you think women's advancement and retention are going to be seen as less important? If you could vote now, we will see what you think. You also have a choice to say you don't know.

Ok. Well, it looks like “no change” by 42%... 48%. The numbers are coming in fast. That's really interesting, because that's not the discussion that you usually hear, but half of you feel that it's not going to change the importance of this for your leaders. 15% say that it may be “seen as more important”, and 18.5% or 19% say that it's going to be “seen as less important”. Again, a very positive view.

## Sharon Allen:

I see that as encouraging, Ellen. I think that is terrific.

## Ellen Galinsky:

From around the world...I like this positive attitude by the women and men who have called in. Actually, I think, that it is important to acknowledge that men are changing too in the United States. Our new studies show that men, particularly young men, are much more wanting to be with their families and are spending more time with their families and are feeling more conflict in managing work and family life than women these days in the United States. We need to think about this as changes for women and changes for men.

My next question, before we get to a Q&A, and we are starting to get great questions from you all, so keep them coming. But the last question really now takes these incredible women from around the world and asks you, what advice you would give to women, and how to take advantage of these opportunities? What bold moves could you take? What advice would you give to the women listening in to transform the role of women in the workplace now and in the future?

Let's start with Mirella.

## Mirella Visser:

Thank you. I think, when I look at women's behavior, I think, the time has come to start working smarter instead of start working harder. What I observe is that women often tend to be very focused on the job, wanting to do the job more than 100%, spending a lot of time on the content of the job and not always paying as much attention to what is around the job, to networking, to creating connections, to getting information from within the company and outside. So I think, it is now the time for women to start working smarter, to delegate some of their executive tasks, and start creating time to really start networking for advancement. I think, that's the key message I would say.

And another thing I would like to address is: it is very important that women voice their ambition, especially now in this crisis when companies go through restructurings, when companies are going to go into layoff plans and social plans, it is crucially important that people know what you stand for, where you

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## Audience Question 2: How is the economic crisis affecting your leaders' views of women's advancement and retention?

1. No change
2. Women's advancement and retention are seen as more important
3. Women's advancement and retention are seen as less important
4. I don't know

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## Panel Question 3: What bold moves could leadership take to transform the role of women in the workplace now and in the future?

want to go, what your skills are, what your professional experience is, and also where do you want to stay in 5 years time.

I think those two key messages I would like to give to women individually.

And if I look at companies and may suggest a bold move for companies, I would say that companies now have the opportunity to tap into the female pool of talent in a different way than maybe before. There is a very good example of Volvo car. Volvo, at one point in time, discovered that half of their buyers in the US were women and they put together a women design team; they designed a concept car in which especially the ideas and needs of women for a car were implemented. These types of ideas, I think, nowadays will bring new markets and new possibilities to companies. So, companies that take this crisis seriously will start looking into their talent pool and find these women that are able to create the next product, in the next markets, and the next opportunities.

### Ellen Galinsky:

Peter Drucker, who was considered a leader of management thought in the United States, says that the key to success is to have an outside-in perspective, which is to understand what your consumers want. And since so many consumers, at least here in the United States, are women, that has been a very important business case for women's involvement.

Hutham, what advice would you give?

### Hutham Olayan:

Well, I'd like to elaborate a bit on what Mirella said: smarter, not just harder. I like that.

I would say it's crucial in today's environment that women make sure that they make themselves relevant, and relevant in every aspect of their job. People have to make sure that if there is a job cut, that you are not the one that's going to get it.

### Ellen Galinsky:

How do you do that?

### Hutham Olayan:

Well, you have to work smarter. You have to make sure that what you are doing is really critical and be there volunteering and working hard to get into it.

The second thing, I would say, is be the best person you can be and the best professional you can be. And focus on the positive. Celebrate even tiny incremental improvement and not just focus on the negatives.

And I think I would be remiss here if I did not talk a little bit about what we are doing at The Olayan Group. I am very fortunate to be part of a very progressive company that is gender-neutral and gender-blind. As was mentioned in the introduction, we happen to be a company where the majority of the share holders are women and majority of the directors are women. And we have role models among them and chief among them in the region is my sister, Lubna. She is the CEO of our Middle East commercial operations as well as investments. She is the first Saudi woman to go on a board of a Saudi public company. We are also eager to hire women. Our international workforce is 48% female. Now, in Saudi Arabia, we are 2% female, but that number—let me put it in context—only 5 years ago was only 2 women. Today, we are at 63 women and every single one of them is a role model. We also support women's education and healthcare.

We have seized on an interesting opportunity, and here I'd like to compare that with what Mirella had mentioned earlier regarding Volvo, I believe. We have partnered with a big international paper product company to manufacture disposable surgical coverings at a factory in Riyadh. It's called Enayah in Saudi Arabia. We initiated a project for the plant to hire economically disadvantaged Saudi women as factory workers. We invited a local women's welfare association into the process. There were so many government and social hurdles, but the project turned out to be a great success. It was a win-win for all. The joint venture benefited, because the women are great workers, as was mentioned earlier. The government benefited, because female employment serves the national goal of increasing the local employment. The women benefited, because they were no longer dependent on social welfare. And the women's charitable society benefited, because it was such a successful formula that they were able to replicate it with other companies. And I have to say that that social welfare organization won a prestigious award from the European Union.

### Ellen Galinsky:

That's another example of "Yes, I can" when people say "No, you can't", including getting over government bureaucratic kinds of hurdles.

Kaori, what is your advice for women?

### Kaori Sasaki:

Be positive; be optimistic and think positive; act forward; network with people who are positive and share your positive thoughts around you. Those are really the key attitudes that the women really have to keep all the time.

And now, diversity is the key message for all the management team also in Japan. The Japanese language is very unique. We do not say subject, like "I", in the sentences when we have a conversation. I am trying to teach Japanese women to limit their language, their thought, into "I statement", so that when the diversity time has come and people ask them to join in their management team, they could also say their own opinions or suggestions in their own words.

Work-life balance is also very important, but I do not use the word "balance" for juggling, because it sounds very difficult. I would like to suggest that people should think about time management rather than juggling several things. It's just one life script and we have only one 24 hrs so that we can think that it's a puzzle of time and we do this project or child raising, so that it's easier for women to do both.

### Ellen Galinsky:

I was actually going to bring up the issue of work-life, because in all of our working smarter and working hard and so forth; a lot of us have family or personal responsibilities. I also agree with you with the notion of moving away from the word balance. It always sounds like it is 50-50, but it never is that way.

Sharon we are going to close with your advice.

### Sharon Allen:

Well, just a couple of follow-up points. First of all, I think the notion you were talking about, Kaori, about the "I" word. One of my primary messages that I provide for women and everyone who is trying to be successful in their careers, is that it is very important for you to let people know the good things that you're doing in your organization. I fear that many times we are too hesitant to do that. I learned that lesson very early in my career when I was passed over for a

promotion and asked the question about why. When I listed all the things I had done, my supervisor said “I didn’t know you had done all those things”. So, it’s important that we take responsibility for our own careers, and at the end of the day, find our own strengths, be ourselves, and stay true to ourselves, as we proceed and pursue the kind of balance we want to have.

You mentioned the word balance, Ellen, and I indeed agree with that. What we use now at Deloitte, is the idea of “work-life fit”. It’s really a way to look at how you can work your lives with your work and your work with your lives, and find that right and appropriate kind of mixture that works for you.

I think that one of the things from an organizational stand point, when you are looking for recommendations about what our organizations could and should do to help women in today’s world. I think the whole notion of building a culture of flexibility that allows our people to find that fit, is very, very important. It’s certainly something that we are focusing on at Deloitte. The environment to do that is very much an outcome of our advancement initiative that we undertook some 16 years ago. Jim was very front and center to that initiative back then, and is continuing to carry that message around the world now.

The idea that we are able to really focus on the advancement and retention of women within the context of a culture of flexibility has also extended to men and others in our organization that—as you said Ellen—want flexibility themselves. They want balance. I think, at the end of the day, that’s actually going to be a benefit to organizations and to people, who are looking for professional success, because it is in many ways balancing the playing field and allowing everyone to pursue the work-life fit that they are looking for.

I think, it’s important as well—as I look for recommendations to the corporate world today and other organizations advancing women—that we are careful to as we say “thread the talent needle”. There was a recent survey that we participated in that talks about how we need today to assure that we are providing the opportunities for men and women alike in the economic environment that we are in; we have to test the fairness around realignments; we have to be sure that we are watching out for people with flex schedules and other arrangements that have been, I think, helpful in allowing women to succeed. We have to make sure that they are not disproportionately disadvantaged, now, as companies go through workforce realignments and reductions. So, those are just a few of the things, I think, are very important from a corporate standpoint that we look for in this economy.

### Ellen Galinsky:

It is interesting, Sharon, that you use the word “work-life fit” because that is what we use too at the Families and Work Institute. We did recently a study with Catalyst that was all over the world, and we asked people what they valued most in their job. Men and women who are both senior leaders and pipeline leaders—they were in the pipeline to become senior leaders, again 32 countries—and we found the most important thing was “challenge in your job”, you know, a learning challenge; then “having a supportive work place” where people did support your own development; but third, for men, for women, for pipeline leaders, for senior leaders was “work-life fit” and that was an interesting finding.

We are going to go to questions and answers right now. I hope you have been putting them in. We’ve got a number of them right here. But before I go to my first one, actually we would like to ask you for your advice. We have heard from these four incredible women from around the world their advice, but what advice would you give? What bold moves have you seen women or companies make to take advantage of the opportunity in the midst of this crisis? If you would put your observations in the question box, we will either comment on them now or we will

post them on the Deloitte website and the Families and Work website after this call, so that we can keep this conversation going.

I would like to actually start with Jim, a question to Jim, which is: What did you learn at the Dubai conference? What are some of the solutions, what are some of the changes that you saw, that you brought back?

### Jim Wall:

Thanks. Keep in mind that this conference was around changing the status of the world. I don't know how you could get a much bigger and broader question than that, but one of the first things that came as a report back to the entire conference was the strategic importance of diversity in organizations, governments, and societies as probably the primary way to solve the problem. That is to say, that the traditional ways of solving organizational problems typically have limited solvers to senior men. And it was the senior men at this event who said we obviously have not been successful. It is time for us to invite into the dialogue those whose points of view will be different than ours, if we are going to come to a solution. So, probably the most significant and I would say actionable item would be to "step in" and "step up". There may be a natural tendency to be modest, out of concern of being self promoting. But the opportunity for women in particular is now. There are many tools that organizations can use to do that. I would encourage you to go to the World Economic Forum website, where all the specific reports exist under the summit on the global agenda.

### Ellen Galinsky:

We have been asked by a number of different people, so I will summarize what you are asking. Which is: When you are looking for leaders in your organizations, what are the characteristics you look for? Is there something special that you look for in women? Is it different than what you look for in men? What do each of you, when you are hiring or when you are giving advice about hiring, what would you look for?

Who would like to answer, Sharon?

### Sharon Allen:

I'll start at least and then I am looking forward to the other participant's comments as well. I think, when we look at our people, both as new hires and as they progress and become leaders in our organization, we first of all are looking for a diverse group of individuals with differing and very complimentary skills and qualities. But I think people who have the confidence in themselves, who are focusing on their own careers as well as the organization's growth, who have not only technical competencies but also communications skills and abilities to work together in groups. This seems pretty basic, I know, but in terms of the people we are hiring, they tend to be the ones who are most successful in our organizations. And, as we continue to build out our organization and focus on the future, we keep and continue to focus on the diversity of thought. I can't emphasize that enough. As we not only see it play out in our workplace, we see it as well in studies that are done: the diversity of thought that has brought solutions to difficult problems—some of the things even Jim was talking about—we find in fact that the diversity of thought in our board room, in our executive suites, and in our client teams really produces a better result. So those kinds of things are top-of-mind to me. I'm interested in hearing the thoughts of the other panelists.

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Q&A: What did you learn at the Dubai conference? What are some of the solutions, what are some of the changes that you saw, that you brought back?

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Q&A: When you are looking for leaders in your organizations, what are the characteristics you look for in women?

Hutham, you have been asked: What are the key qualities of women who are successful in business?

### Hutham Olayan:

I have to say that what Sharon has already mentioned is a key crucial item. Now, we start with the fact that all the technical skills are there, but it is crucial for us that whoever we hire—and here we are, as I mentioned, really gender blind—whoever we hire has to be a team player, a self starter, who can work with people on the outside, on the inside, subordinates, seniors, and can really set a vision and be able to move toward that clearly, articulate it, and move toward it clearly.

### Ellen Galinsky:

Sharon, I would like to actually go back to you for a moment, because both you and Kaori mentioned the importance of letting people know your successes. But there are studies that show that women who are self promoting might be seen as more aggressive, they might not be seen as positively, that this could lead to a backlash. I would like to ask both Sharon and Kaori what about this self promotion and when does it go too far?

### Sharon Allen:

Well, I will acknowledge that there seems to be some backlash to that and there are studies which support sadly that this is the case. But I think we should not be discouraged by it. I believe there are ways to assure that people understand the contribution you have made to an organization without being a braggart. And I think, developing those skills in terms of getting that done, by making sure you are briefing management, as an example, about the results of the team at the end of the day by making it clear the role you played, accept as a kind of natural extension of the results of that team, that is due to your supervision or your leadership. So, I think it's unfortunate, that women actually do have to be somewhat watchful of that, but it should not be discouraging to them. I think that women have to continue to watch out for their future and their career and make their contribution to the organization clear.

### Ellen Galinsky:

Kaori, if you are teaching people to say “I” in Japan and there isn't even a word to say that, what is the response?

### Kaori Sasaki:

There is a word, but our sentences are very unique. We don't need to say the subject, so that a lot of people have a tendency not to say “I”. So, I totally agree with what Hutham said. A lot of people think that the diversity is the “ratios”, like 20% of women, and 20% of..., and nationalities. But this actually has nothing to do with the percentage of diverse people; it is more like the percentage of diverse points of view and diverse suggestions, different opinions and different points of view. Actually, that would create a better result, and then the diversity is working. So, a lot of people in companies in Japan start to think “Oh! We have to have women, and 20% of the women should be in the...”, but I think that in order to realize a really diverse economic world or society, each of us needs to believe that we are valuable and we are able to contribute to any team. So we have to train that. On the website of eWomen we have what we call “roundtable” on the site. Six specialists post questions every day, every week. And then members

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Q&A: What about self promotion of women and when does it go too far?

write in their opinions or share their experiences. But we have regulations and ground rules that people write in only about their personal experience or only about their opinions. They cannot say that “generally speaking” or recently “I think that women are...” because there is no data to do it. I train them by saying, and limiting their thought into their personal one. When people learn that way, then each of them—not only just gender differences but the different point of view—they are able to share their personal experience. So, when you speak about self promotion, I know that some of the self promoted women or men are very aggressive and not really positively accepted. But I am not talking about aggression or fighting with others, but it’s to be productive and create a better result as a team. You have to contribute by your own way. That’s what I mean.

### Ellen Galinsky:

I think what you all are saying is that diversity is more than simply gender, it’s “differences in thinking” as a very important point, and that people learn from each other’s stories, which takes me to Mirella. You have talked about a focus on networking, and so do you have any advice for overcoming some of the problems with typical male networks?

### Kaori Sasaki:

In Japan, I started the women’s network, which I think was the first business network 20 years ago. Now it grew to be a big conference and online network, a real seminar driven network. I think that the word “networks” is divided into “net” and “works”. A lot of people are looking for a good network, but it is not the right way. You participate in a network and you make the “net work”, meaning you contribute, you share yourself, so that others think that you are valuable and they start sharing with you.

### Mirella Visser:

If I may add to that, I think there is a fundamental difference between how women network and how men network. But also a fundamental difference between the way that women perceive networking within a women’s environment – the women’s networks - and when they have to network with men, you know in the more mixed networks. And I think for career development both are essential. Especially in Europe we see that a lot of women benefit greatly from being part of a women’s network because these events provide safe havens for women to develop some of the attributes that they need for leadership positions to connect with other women, to generate some interest into moving up the ladder. So, there is a lot of benefit attached to becoming part of a women’s network.

And then when the women go out into the workplace and have to start integrating into the networks that are dominated by men, it will give them more self confidence and more strength to actually become a player of importance within those networks too. A women’s network in itself, for instance, hardly gives jobs to each other or business. It is not so much focused on doing business together, whereas in the men’s networks I observe a lot of business is being done. So, there is a big difference between the way women network and men network and also between those two networks. Women need to be capable to act in both. That would be very much my advice.

### Ellen Galinsky:

Sharon is going to add something here.

### Sharon Allen:

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Q&A: Do you have any advice for overcoming some of the problems with typical male networks?

Well, just one additional comment to that. I think it may appear that women wouldn't give business to one another. I also think as the women continue to grow into management positions and assume leadership roles, they are becoming our primary client contacts at an increasing rate. And as the world continues to evolve and change, I think it's very important that we do in fact recognize the "women are buyers", the women are important to our networking from not just supporting one another—which as you say I think is very, very important—but also, at the end of the day, having women on the other side of the table making buying decisions, makes it incumbent on us to assure that women are also on the side of providing the services or in the management of the companies that are trying to sell.

### Ellen Galinsky:

I have got one quick question for Mirella and then we are going to close with one final question with each of you with one sentence, please. The question has been asked of Mirella about part-time work, and is that going to affect women's advancement? In the United States we have a concept now of flexible careers. It's part of what Mass Career Customization is at Deloitte. What do you think the impact is on women's advancement with so many people in part-time work in Europe?

### Mirella Visser:

Well, the reports that we are already starting to get in, is that some women that are now working part-time jobs are being questioned about their commitment to the job and about their resolve to advance in their careers. So, especially—let's be realistic—when there is competition for jobs within companies but also outside to get new jobs it might not be beneficial in this time to be a part-time worker. So, I think, the benefit that we have seen for so many women working part-time might turn into a negative if we are not careful and if we do not address the fact that starting to ask women who are working part-time about their commitment now is actually unfair, as we have worked for it for so many decades to get to the point where it is.

### Ellen Galinsky:

So, a lot of this is breaking stereotypes: that if you are not full-time then you are not committed. And I think that's part of the movement toward flexible careers in the United States because it actually mirrors people's movement particularly as our workforce ages.

My last question, with one sentence for each of you and then I will turn it back to Jim to close, is: Why do you think that companies with more women are more successful?

I don't know who would like to start. Sharon?

### Sharon Allen:

Well, I think, I have to admit, and it is not one sentence, but it is hard to know whether it is because they are already a really good company and they are smart enough to hire more women, or whether the women bring really good diversity of thought and leadership and a different way of thinking. But it's one or the other, and in either case it's hard to argue with the results.

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Q&A: What do you think the impact is on women's advancement with so many people in part-time work in Europe?

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Q&A: Why do you think that companies with more women are more successful?

### **Hutham Olayan:**

I think women tend to be, in general, more team players and more interested in approaching it from a family point of view. Most women are mothers, daughters, sisters. They bring some of the cultural and social issues into the workforce, which is positive.

### **Mirella Visser:**

I am absolutely convinced that this is the case, and we see the research. What I always say is that shareholders should start paying attention, because when shareholders would start looking into the results of companies that have three or more women on board and see that they consistently outperform the average of the industry they should actually start asking those nasty questions during annual shareholder meetings like “why are there no women on board, because we want to have a better return?”.

### **Ellen Galinsky:**

We haven't made that much progress around the world on that issue, have we? Kaori, you have the last word before Jim.

### **Kaori Sasaki:**

That they can add diverse thoughts to the management, as people said, and then it is the point of view of the mothers again, and then the workers, so those are the great benefits to the management, I guess.

### **Ellen Galinsky:**

This is a wonderful way to celebrate International Women's Day. I personally thank Deloitte so much for bringing us all together in an efficient way. In a difficult economy we can always talk to each other. So thank you for doing this, I am very pleased to have been a part of it.

## Jim Wall:

Thank you all and let me end—the energy is high and try to get it a little bit higher—with an invitation. As you know, at Deloitte we have 165,000 people in 150 countries around the world. We view that not only with pride but also with a sense of responsibility to deal with this issue and advance women in virtually every corner of the world. When you look at some of the material that will be coming your way, you will see reference to a term called grow “GROW”. That is a core part of our business strategy around the growth and retention of women. When I said at the beginning that really changing the world is about working across channels, collaborating across borders and functions, it’s also about collaborating across organizations. It’s clear that no one company, no one firm, no one government is going to solve these problems. So engage with us, and we will engage with you, and together I think we will keep this moving.

Ellen, thank you so much for facilitating our discussion. Thanks to our panelists today for your contributions and your wisdom and your inspiration, and thanks to all of you on the call who joined us.

As a reminder, the materials referenced on this call are already available for download. This live session has been recorded and will be available on our website beginning on Monday. So please share it and invite others to listen to it. If you feel others would benefit from the Webcast, have them visit the 2009 International Women’s Day page on the Deloitte.com site. ([www.deloitte.com/iwd](http://www.deloitte.com/iwd))

That’s it for now. Thanks, and all the best to each of you

# Available downloads

The following documents were provided during the webcast:

[Deloitte, Threading the talent needle, What global Executives are saying about people and work, 2009](#)

[Deloitte, Managing talent in a turbulent economy – playing both offense and defense, 2009](#)

[EPWN Third Bi-annual EuropeanPWN Board Women Monitor, 2008 \[press release:](#)

[Catalyst, Advancing Women Leaders: The Connection Between Women Board Directors and Women Corporate Officers, 2008](#)

[Catalyst & Families and Work Institute – Leaders in a Global Economy: Talent Management in European Cultures, 2008](#)

[Catalyst & Families and Work Institute – Leaders in a Global Economy – Finding the Fit for Top Talent, 2008](#)

[Catalyst, The Bottom Line: Corporate Performance and Women's Representation on Corporate Boards, 2007](#)

[Catalyst, The Bottom Line: Connecting Corporate Performance and Gender Diversity, 2004](#)

[NEW: Families and Work Institute - Times are Changing: Gender and Generation in the Workforce, March 2009](#)

[NEW: EuropeanPWN – How do women network, March 2009](#)

# Speaker bios

**Opening and close: James H. Wall, managing director talent, chief diversity officer, Deloitte Touche Tohmatsu**

## **Jim Wall**

Jim Wall is the managing director, talent, and chief diversity officer, Deloitte Touche Tohmatsu. Jim's primary responsibilities include providing leadership to member firms in the areas of strategic talent management, recruitment, development, mobility, multiculturalism, and inclusion. Jim is also a member of the Board of Directors of Deloitte Central Europe.

Prior to assuming his current role in 2004, Jim was the National Managing Director of Human Resources for Deloitte & Touche USA LLP. During the twelve years of Jim's leadership, the US firm earned wide acclaim and recognition as an employer of choice. It has been ranked one of the "100 Best Companies to Work for in America" by Fortune magazine for seven years and one of the "100 Best Companies for Working Mothers" by Working Mother magazine for ten consecutive years. Jim's insights on human resources issues have been featured in The Wall Street Journal, USA Today, Fortune and other publications. In 2002, Human Resources Executive magazine named him its Human Resources Executive of the Year.

Jim is a member of the Advisory Council of the International Institute of Management Development (IMD) in Lausanne, Switzerland. He is also a member of the Board of Trustees of the American Management Association International. He serves as a member of the Society for Human Resource Management.

Prior to joining Deloitte in 1984, Jim was the Director of University Housing and a member of the graduate faculty of Michigan State University, where he earned his Master of Arts degree in Higher Education Administration. He earned his Bachelor of Arts degree in Sociology at Saint Michael's College, where he most recently served as the Chairman of the Board of Trustees. He also holds the degree of Doctor of Humane Letters, honoris causa, from that same institution.

Jim, his wife Susan, and their two children, Maggie and Michael, live in Wilton, Connecticut



## Moderator: Ellen Galinsky, co-founder and president, Families and Work Institute

### Ellen Galinsky

Ellen Galinsky is President and Co-Founder of [Families and Work Institute](#) (FWI). She is the author of over 35 books and reports, including the groundbreaking book, [Ask The Children: The Breakthrough Study That Reveals How to Succeed at Work and Parenting](#), selected by The Wall Street Journal as one of the best work life books of 1999. She has published more than 100 articles in academic journals, books, and magazines.



At the FWI, Ellen co-directs [National Study of the Changing Workforce](#), the most comprehensive nationally-representative study of the U.S. workforce—updated every five years and originally conducted by the U.S. Department of Labor in 1977. She also co-directs When Work Works, a project on workplace flexibility and effectiveness funded by the Alfred P. Sloan Foundation that has produced a series of research papers, and has launched the Sloan Awards for Business Excellence in Workplace Flexibility as well as conducted the [National Study of Employers](#), a nationally representative study that has tracked trends in employment benefits, policies, and practices since 1998.

Ellen is also directing a project for FWI on career flexibility in academia as well as [The Supporting Work Project](#), a Ford Foundation project that is funding communities across the country to connect lower-wage employees to publicly funded work support through their employers. She is the Program Director of the annual [Work Life Conference](#) co-convened by The Conference Board and Families and Work Institute, and she staffs The Conference Board's Work Life Leadership Council, a group of 45 business leaders who have spearheaded work life issues in the business community since 1983.

Ellen is also directing Mind in the Making (MITM), a project on the science of early learning that includes a television science show, videos for families, and Learning Modules for Early Childhood Teachers.

A leading authority on work family issues, Ellen was a presenter at the 2000 White House Conference on Teenagers and the 1997 White House Conference on Child Care. She is the recipient of numerous awards, including the 2004 Distinguished Achievement Award from Vassar College. She was elected a Fellow of the National Academy of Human Resources in 2005 and a 2006 Purpose Prize Fellow. A popular keynote speaker, she appears regularly at national conferences, on television and in the media, including Today, Good Morning America, The Early Show, and Oprah.

Before co-founding FWI, Ellen was on the faculty of Bank Street College of Education for 25 years, where she helped establish the field of work & family life.

Ellen is also a photographer. The latest one-person shows of her photography were at the New York Hall of Science in September 2006 and at UMA Gallery in New York City in January 2007.

She holds numerous honorary degrees, a Master of Science degree in Child Development/ Education from Bank Street College of Education and a Bachelor of Arts degree in Child Study from Vassar College.

Ellen has been married for 42 years to artist Norman Galinsky, and they are the parents of two grown children: Philip, an ethnomusicologist and founder-director of Samba New York—an inspiring new performance group—and Lara, Vice President at Echoing Green—whose mission is to spark social change by identifying, investing and supporting the world's most exceptional emerging leaders and the organizations they launch.

**Panelist: Sharon Allen, chairman of the board, Deloitte LLP and member of the board of directors of Deloitte Touche Tohmatsu**

**Sharon L. Allen**

Sharon L. Allen is chairman of the Board of Directors of Deloitte LLP. As chairman of an organization with nearly \$11 billion in annual revenues, Sharon's governance responsibilities include leading the efforts of a 21-member board to provide oversight and guidance to the management of [Deloitte LLP](#) and its subsidiaries.



With 36 years of audit and consulting experience, Sharon's influence and governance responsibilities extend beyond her U.S. leadership roles. She is a member of the global board of directors of [Deloitte Touche Tohmatsu](#), where she serves as the U.S. representative on the global governance committee and chairs the global risk management committee.

In addition, Sharon works to ensure that Deloitte achieves its vision to be "the standard of excellence," and oversees the organization's relationships with a number of major multinational clients.

Sharon is a member of the Women's Leadership Board at the John F. Kennedy School of Government at Harvard University, and serves on the boards of the national YMCA and The Autry National Center.

A frequent speaker on governance, diversity, and ethics and workplace issues, Sharon has addressed such prestigious forums as Fortune Boardroom Reports, Forbes Executive Women's Forum, The City Club of Cleveland, the Dallas Friday Group, the Detroit Economic Club, and the UN Economic Development Fund. She also has addressed major business schools including those at Brigham Young University, Cornell, Duke, MIT, Notre Dame, the University of Illinois, the University of Pittsburgh, and the University of Southern California.

Frequently honored for her contributions to business and community leadership, Sharon has been named to Forbes list of "the 100 most powerful women in the world" for the past three years. In 2008, she was once again named by Directorship as "one of the 100 most influential people in corporate governance," and Crain's NY Business cited her as one of the most powerful business women in New York. Sharon is a past designee as one of the "50 Women to Watch" by the Wall Street Journal and a "Woman of the Year" by the New York City Police Athletic League. She has also earned the Los Angeles Chamber of Commerce Distinguished Business Leader Award.

Sharon holds an honorary doctorate in administrative science from her alma mater, the University of Idaho.

**Panelist: Hutham S. Olayan, president and CEO, Olayan America Corporation, and director, The Olayan Group.**

**Hutham S. Olayan**

Hutham S. Olayan is a senior executive and director of [The Olayan Group](#), a private, multinational enterprise that is both a leading diversified business in Saudi Arabia and a major international investor. She is president and chief executive officer of Olayan America Corporation, a global investment office of The Olayan Group, based in New York.

Prior to joining the group in 1984, she worked in investment and commercial banking in New York and London with Chase Manhattan Bank, Donaldson Lufkin & Jenrette, and Saudi International Bank.

Ms. Olayan holds a bachelor's degree from the American University of Beirut and an MBA from Indiana University.

Ms. Olayan's outside affiliations include:

Current:

- Director, Morgan Stanley (2006-)
- Director, Peter G. Peterson Institute for International Economics (2004-)
- Trustee, American University of Beirut (1993-)
- Overseer, Memorial Sloan-Kettering Cancer Center (2008-)
- Member, various advisory councils of non-profit organizations, including: The Brookings Institution, Carnegie Middle East Center, Rockefeller University, US-Middle East Project, The Conference Board
- Founding member, Arab Bankers Association of North America (1983-)

Past:

- Trustee, The Conference Board (2002-2008)
- Director, Thermo Electron Corporation (1987-2002)

Ms. Olayan lives in New York City with her husband, Robert F. Raucci. They have three sons.



## Panelist: Mirella C.B. Visser, president, European Professional Women's Network (EPWN)

### Mirella Visser

- President, [European Professional Women's Network](#)
- CEO, Centre for Inclusive Leadership
- Advisory Board member, [European Leadership Platform](#)
- Nominated as "European of the Year 2007" by European Voice of the Economist

Mirella Visser is Dutch, holds a Masters degree in Law and completed the General Management Program at CEDEP in Fontainebleau, France. She spent most of her management career at ING in Asia, where she became member of the management board in Hong Kong, responsible for ING's four business units in South-East Asia. At KPMG she managed Post Merger Integrations of international financial services companies. In 2004 she founded Mirella Visser International Management & Consultancy and the [Centre for Inclusive Leadership](#), for international interim management, joint venture management and leadership coaching. She sits on the Supervisory Board of Royal Swets & Zeitlinger and on the Advisory Board of the European Leadership Platform. She has been co-founder and board member of several executive women's organizations since 1993. In 2007 she was nominated by European Voice (Economist) as 'European of the Year' and 'Campaigner of the Year' for her work in promoting professional progress of women in The Netherlands and Europe.



**Panelist: Kaori Sasaki, president and CEO eWoman Inc. and president UNICUL International Inc.**

**Kaori Sasaki**

- President and CEO, ewoman Inc.
- President, UNICUL International, Inc.
- Chair, Committee for the International Conference for Women in Business
- Member of the Japan Fair Trade Commission Workgroup for Antitrust Law; council member for Ministry of Justice; Ministry of Internal Affairs and Communications; Ministry of Education, Culture, Sports, Science, and Technology; Financial Service Agency; Cabinet Office; and several government panels and committees
- TV commentator, author, noted public speaker

Ms. Sasaki founded Unicul International, Inc., an international communication consultancy, in 1987. She received the New Business Association's Entrepreneur Award in 1988.

In 1996, she started the International Conference for Women in Business, now in its 14th year. She was president of Young Entrepreneurs' Organization in Japan (YEO) in 1997 and 1998.

In 2000, she founded ewoman Inc. and became president and CEO. The community site is a site for women of all ages. In 2008, she was awarded an honorary doctorate degree from Elmira University in New York. Ms. Sasaki is known for her magazine articles, newspaper columns, books, lectures, and committee work in relation to international, women's, networking, Internet, and regulatory issues. She serves on the board of directors of Nissen and advises several major corporations on diversity, inclusion, and integrating women into the workforce.

Ms. Sasaki was a news reporter for the Asahi TV program, News Station, and between July 1996 and April 2000 was the newscaster for the TBS program, CBS Document, and a commentator on Fuji TV's "Toku Dane!" (Special News). Currently, she is a commentator on TBS's "Broadcaster."

Her published work includes "Kaori's Guide to Using an Action Planner" (JMA Management Center) and "The Give & Given Concept" (Just System Shuppan).

Ms. Sasaki is married and has two children. She lives in Tokyo.



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