

# GLOBAL PRIVATE SECTOR LEADERS

F O R U M

An initiative of the World Bank Group Gender Action Plan

## Promoting Women's Economic Empowerment



THE WORLD BANK



**International  
Finance Corporation**  
World Bank Group



“Gender equality in business  
is smart economics.

Enlightened private sector companies recognize that.



Gender and women’s empowerment are also  
at the core of what we need to do in development.  
It is not just a women’s issue. Improved economic  
opportunities for women lead to better outcomes  
for families, societies and countries.”

– **Robert B. Zoellick**  
*President*  
The World Bank Group



**The Global Private Sector Leaders Forum** is a group of influential businesspeople and companies committed to promoting women's economic empowerment.

These leaders understand the importance of women's contributions to business profitability and to the communities in which they operate. They are **creating economic opportunities** for women as an integral part of core business, community engagement and corporate diversity and inclusion.

As ambassadors for the World Bank Group **Gender Action Plan**, Forum members are working together and with the Bank to share best practices and lessons learned. They are providing research and project-based evidence to support **the business case** for increasing women's opportunities in the private sector. Forum members are exploring new ideas and partnerships that challenge traditional paradigms. Leading by example, their work can serve as inspiration for all.



Lloyd Blankfein understands the **potential of women entrepreneurs** to support long-term economic growth in developing countries. This is why Goldman Sachs, a bank holding company and leading global investment banking, securities and investment management firm, has stepped up to invest in women. In 2008, the company unveiled *10,000 Women*, a \$100 million global philanthropic initiative over five years to provide underserved women with a business and management education.

*10,000 Women* was launched in partnership with over 30 leading academic institutions and nonprofit organizations. The program will help **open doors for thousands of women** whose financial and practical circumstances would prevent them from receiving a traditional business education. Future generations of entrepreneurs and managers will benefit as well, thanks to faculty training and the development of locally-relevant case studies, innovative curricula and interactive knowledge-sharing platforms.

Goldman Sachs is also **committing its most valuable asset**—the time and talent of its people—to extend the benefits and impact of *10,000 Women* well beyond the classroom. Employees are acting as online and in-person mentors, while also delivering guest lectures and other volunteer assistance.

Mr. Blankfein is active in several nonprofit initiatives, including being a board member for Catalyst, a nonprofit organization that works globally to expand opportunities for women. In 2008, he received the Active Citizen Award from Women for Women International for his role in *10,000 Women*.



**Lloyd Blankfein**

Chairman and  
Chief Executive Officer  
The Goldman Sachs  
Group, Inc.



Investing in  
women's  
business  
education  
for exponential  
long-term gain



## Henryka Bochniarz

Vice President  
Boeing International  
and  
President  
Boeing Central  
and Eastern Europe



# Overcoming barriers in a traditionally male-oriented industry

Access to high-skill engineering and technical positions has posed a special challenge to women in the global workforce. Henryka Bochniarz and The Boeing Company are leading the way to **create a more inclusive environment** that can benefit women, men and the company's bottom line.

Boeing is the world's leading aerospace company and the largest manufacturer of commercial jetliners and military aircraft combined. Recognizing strength in diversity, the company established a **Global Diversity and Employee Rights** organization to help attract, develop and sustain a highly skilled and motivated workforce. Programs include an annual award for team initiatives that have demonstrated the business value of being more inclusive.

To support the careers of female employees, Boeing has established processes of **networking, mentoring, education and recognition**. *Boeing Women in Leadership* groups provide avenues for personal and professional development. Educational initiatives include the *Boeing Women's Integral Leadership Circle*, an intensive and transformative learning program. Women also now comprise more than 65 percent of mentees in the company's formal executive mentoring program.

Ms. Bochniarz has won numerous awards, including from the 2005 International Women's Forum. She is a former minister of industry and trade of Poland and a leader in many business organizations. Ms. Bochniarz also co-authored the book *Be Yourself and Win—Ten Hints for An Active Woman*.

Cultural diversity is at the heart of INSEAD's mission and a key competitive advantage for this world-renowned business school. But in recent years Dean Frank Brown and the INSEAD team concluded that a **clear economic case for increasing women's representation** in business required new action.

The school's far-reaching *Gender Diversity Initiative*, launched in 2008, coordinates and builds on many existing activities across all programs and departments. Through **new research about women and business leadership**, case study development, teaching and alumnae outreach, INSEAD seeks not only to make a difference at the school but to make an impact on business itself.

INSEAD also sees a strong connection between education and the potential for **greater good through social entrepreneurship**. Women are very active as social entrepreneurs, finding market-driven and often scalable solutions to many economic challenges in developing countries. Moreover, women's economic activities and businesses are often beneficiaries of these social ventures. INSEAD's *Social Entrepreneurship Program*, therefore, maintains a special focus on women, helping them challenge assumptions about their potential to be full partners in a nation's economic growth.

Prior to joining INSEAD, Mr. Brown had a distinguished, 26-year career at PricewaterhouseCoopers. He is a board member for Bridgepoint Capital Ltd, the European Academy of Business in Society, and the European Executive Council.



**Frank J. Brown**  
Dean  
INSEAD



## Researching and innovating in women's leadership and entrepreneurship



**John T. Chambers**

Chairman and  
Chief Executive Officer  
Cisco Systems, Inc.



Finding  
culturally  
appropriate  
ways to train  
more women  
in IT

John Chambers is celebrated for his leadership style and the tremendous growth of Cisco, an industry leader in Internet protocol-based networking technologies. He is also celebrated for his active involvement in Cisco's philanthropic programs. The company's educational focus includes efforts to **increase the number of women in science, technology and communications**. This helps women directly but also widens the talent pool and the potential for market-related innovation.

Cisco's *Networking Academy*, a global educational initiative, teaches IT skills to more than half a million students each year. The Academy is **partnering with UNIFEM** and other agencies to help women complete its training programs and find related employment—with a goal of at least 30 percent female enrollment in developing countries. Specific, culturally appropriate programs and even all-women academies are helping the partners reach and surpass this goal in many countries.

Cisco also partners with national and international organizations to **encourage girls and young women to develop skills** in math, computing and technology from an early age. This effort now includes training for young women as part of the World Bank Group's *Adolescent Girls Initiative*.

Mr. Chambers recently received the first-ever Clinton Global Citizen Award from former US President Bill Clinton. He is also a recipient of the US State Department's top corporate social responsibility award, among other honors.

Norfund is a development finance institution that invests in profitable private enterprises in most countries of Africa, Asia, Latin America and the Balkans. As Chair, Kristin Clemet benefits from gender diversity every day: more than half of Norfund's permanent board members and senior management team are women. This puts her organization in a leadership position when **assessing the gender impact of potential investments** that must balance economic, social and environmental considerations.

Norfund's investment philosophy is guided by the belief that strengthening the economic position of women is **critical to poverty alleviation**, education, combating HIV/AIDS and fostering sustainable development. To this end, Norfund assesses a company's policies and efforts to create equal opportunities for women and to promote female managers. This is part of Norfund's overall effort to ensure the greatest development impact of each investment it makes.

Norfund is also Norway's leading investor in the microfinance sector in countries such as Cambodia and Bangladesh. These investments allow Norfund to assist **thousands of women entrepreneurs who do not qualify** for traditional business loans.

Ms. Clemet is a former member of the Norwegian Parliament, and a former minister of labor and minister of education and research. Today, she heads Civita, an independent think-tank. In all of these roles, she has been an advocate for improving gender equality.



**Kristin Clemet**

Chair  
Norfund



Focusing on  
women to  
increase the  
impact of each  
investment



**Samuel DiPiazza**

Chief Executive Officer  
PricewaterhouseCoopers  
(PwC)



Nurturing  
female talent  
instead of  
losing it—  
at home  
and abroad

Samuel DiPiazza is the creator of PwC's innovative Gender Advisory Council, aiming to ensure that talented women can reach the top levels of the firm. Under his guidance, PwC is also taking its gender experience to the outside world, **using new ways of thinking** to help businesswomen succeed in developing countries.

PwC provides industry-focused assurance, tax and advisory services through its network of firms worldwide. Dependent on the ideas of its employees, PwC leaders realized that too many talented women were leaving their positions in mid-career—just when **the wealth of their experience** would most benefit clients. Successful, award-winning programs have helped stem this loss, including *Full Circle*, which helps employees take a career break for up to five years while retaining their PwC relationships and professional credentials.

PwC's *Ulysses Leadership Development Program* is also benefitting women in business, while raising family incomes in developing countries. In Tanzania, PwC partners worked with Selfina, a microleasing institution that serves poorer businesswomen. Together with Selfina's management, they reviewed all operations and produced a plan that has **attracted the organization's first equity investment**. This will help Selfina grow from 7,000 to 40,000 clients over five years—helping a quarter of a million people who are economically supported by these women.

Mr. DiPiazza is chairman of the World Business Council on Sustainable Development and an executive committee member of the World Economic Forum's International Business Council.

In 2006, Kevin Kelly became CEO of Heidrick & Struggles, a global executive search and leadership advisory firm with representation in 65 countries. As a search consultant, Kevin has helped shape corporate leadership teams for some of the world's most innovative companies. Mr. Kelly believes passionately that **culture drives commercial success**—and culture includes a broad and inclusive approach to diversity.

Diverse teams create **a rich tapestry of thinking** which drives better-grounded decisions and stronger business performance. Clients agree. Heidrick & Struggles' focus on diversity, including women, has become a strategic business advantage.

Heidrick & Struggles has sponsored important research focusing on women's leadership, including trends on women's participation on corporate boards. By identifying the obstacles that women face in being selected for corporate boards, it is possible to **create strategies to enable women**—and client companies—to overcome these challenges. Such strategies are now applied across the firm's work.

To continue the dialogue, and to engage potential women hirees and board appointees, Heidrick & Struggles' *Women's Executive Network* endeavors to collate this research and expertise together, connect distinctive women with each other and include at least one qualified female executive on every candidate short-list.



**Kevin L. Kelly**  
Chief Executive Officer  
Heidrick & Struggles



Encouraging  
women into  
corporate  
leadership roles



**Nancy Killefer**

Senior Director  
McKinsey & Company



Promoting the  
business case  
for increasing  
women's  
private sector  
participation

For decades, McKinsey & Company has advised corporate executives on critical business issues. Today, this includes gender diversity as a corporate performance driver. Nancy Killefer has led the McKinsey *Women's Initiative*, a broad spectrum of gender projects aimed at **making the business case** for increasing women's participation in the private sector.

In 2007, McKinsey published *Women Matter*, showing that companies where women are most strongly represented at board or top-management level perform best—organizationally and financially. The study offers **fact-based insights** into the importance of fostering women's professional development. A 2008 study called *Centered Leadership* further elucidates what drives and sustains successful female leaders.

McKinsey **supports women's economic empowerment globally** through the Global Summit for Women, Vital Voices Global Partnership, Women's Forum for the Economy and Society, Catalyst, the World Economic Forum and the Cartier Women's Initiative Awards. The firm's *Leadership Project: Portraits of Women Leaders* collects oral histories of women leaders from different regions, age groups and career paths. McKinsey also supports the *FORTUNE/US State Department Mentoring Partnership*.

Ms. Killefer currently leads McKinsey's global Public Sector Practice. She has been serving clients for over 25 years in a range of industries. Ms. Killefer is a board member for Vital Voices and Catalyst.

Sung-Joo Kim is a Korean entrepreneur who has been named one of the seven most **powerful women in Asia** by *Asiaweek*. Her company includes more than 100 high-fashion retail stores in Korea and distributes to retailers worldwide. The Sungjoo Group recently acquired MCM Group, a German high-end luxury fashion brand.

For Ms. Kim, trying to establish a business in Korea in the late '80s meant **challenging traditional notions** of a woman's place in Korean society. Her business loan application was turned down by male bank officers who liked her business plan until they discovered a woman was behind it. When she finally did establish her company in 1990, Ms. Kim faced a sometimes daunting, male-oriented business culture that challenged her wish to succeed on her own terms.

Influenced by these experiences, Ms. Kim has become **an advocate for mentoring and equal treatment** of women in business. Sungjoo Group provides internship opportunities for young women and hosts design competitions for young leaders in the fashion industry. Ms. Kim has also endowed Yonsei University with funds to create a Center for Global Women's Leadership to encourage educational and cultural exchanges.

Ms. Kim is a regular speaker at the Global Summit of Women. She is also involved in the World Women's Forum and Women's International Networking. In 2008, Ms. Kim was inducted into the Enterprising Women Hall of Fame in the US.



**Sung-Joo Kim**

Chairperson and  
Chief Executive Officer  
Sungjoo Group/  
MCM Group



Building  
bridges for  
businesswomen  
around  
the world



**Wendy Luhabe**  
Founding Member  
Women Private Equity Fund



Helping  
women take  
development  
into their  
own hands

Wendy Luhabe is a social entrepreneur, businesswoman and community leader who has helped **revolutionize entrepreneurship opportunities for women** in South Africa. In 2003, she founded the Women Private Equity Fund (WPEF) together with Glenhove Fund Managers.

WPEF provides expansion capital to companies that are controlled or managed by women, that employ a majority of women or that have a female market focus. The fund covers all economic sectors except mining, real estate and gambling. It is fully invested and a second round of funding is under way.

Ms. Luhabe was also a founding member of an investment and operating company called WIPHOLD, the first venture **dedicated to the empowerment of black women in South Africa.**

WIPHOLD takes an operational role in building businesses, primarily in the financial sector. It also has a growing portfolio of strategic and value investments. The company has empowered a broad base of women and women's organizations by giving them access to dividends that enable their financial independence.

Ms. Luhabe chairs South Africa's Industrial Development Corporation and International Marketing Council. She is Chancellor of the University of Johannesburg and a director of the JSE Securities Exchange. Ms. Luhabe is also a member of the Club of Rome.

Marilyn Carlson Nelson has been called “Entrepreneur of the Decade” by The Women Presidents’ Organization in the US. Since 1998, she has led Carlson, which is a global conglomerate providing hotel, marketing, restaurant and travel services to consumers, corporations and government entities. Throughout her career, Ms. Nelson has also been a leading **advocate for legislative change** to support women in business.

Returning from unpaid maternity leave as a Carlson employee in 1968, Ms. Nelson organized the company’s first women’s council. When she became CEO, she worked to **change company culture** so both women and men could succeed—and so the company could benefit from greater employee retention. The effort included new benefits and alternative work arrangements. A strong supplier diversity program was also created to ensure minority-owned businesses could have the opportunity to work with Carlson.

Today, about **40 percent of senior executives** are women. Carlson is also regularly ranked as a favorite for working mothers in the US.

Ms. Nelson’s accomplishments led to her appointment in 2002 as chair of the National Women’s Business Council, an independent body that advises the US president and Congress. Ms. Nelson serves on several corporate boards and is a co-founder of the World Economic Forum’s *Women Leaders Program*. She is also author of *How We Lead Matters: Reflections on a Life of Leadership*.



**Marilyn Carlson Nelson**  
Chair, Board of Directors  
Carlson



Advocating  
a business  
environment  
where women  
can succeed



**Hüsnü Özyeğin**

Chairman  
Finansbank



Increasing  
access to  
education  
to empower  
girls and women  
across Turkey

Hüsnü Özyeğin is a businessman and the founder and chairman of Finansbank, in Turkey. He is also a dedicated philanthropist and founder of the private, nonprofit Özyeğin University.

Mr. Özyeğin is particularly committed to gender issues and **advancing the education of girls**, so they may fully participate in Turkey's on-going development efforts.

Through a foundation bearing his name, Mr. Özyeğin has **built 56 schools and dormitories for girls** across Turkey. Young women have benefitted, too, from the foundation's university scholarship program for study in Turkey and abroad. They also form a large part of the student body at Özyeğin University, which has a strong scholarship program and emphasizes the values of freedom, flexibility, multidimensionality and accessibility.

Seperately, Mr. Özyeğin is a trustee and partner of the Mother Child Education Foundation (AÇEV), established by his wife, Aysen Özyeğin. AÇEV has vast research, program development, program implementation and advocacy experience in early childhood and adult education. Together with other partners, it helps provide early education for children who are adversely affected by poverty and gender inequalities. The initiative includes **parenting and literacy programs to empower mothers** and young girls.

Mr. Özyeğin is chairman of Fiba Group, which invests in the financial services industry, as well as in aviation, retailing, real estate, energy, shipbuilding and port management.

Nitin Paranjpe became HUL's youngest-ever CEO and managing director when he was appointed to that role in 2008. HUL is the largest, fast-moving consumer goods company in India. The company's mission is to "add vitality to life" by meeting everyday needs in nutrition, hygiene and personal care, through the sale of its products. In India, this has also meant **a commitment to the development and well-being of customers** in rural areas, where the majority of the population lives.

Women are often consumers of HUL products. So HUL devised a **win-win partnership with rural women** who have become central to the company's distribution model. The *Shakti* sales distribution network creates low-risk, profitable microenterprise opportunities for women. They become direct-to-home distributors of HUL's products, which are packaged in quantities small enough to be affordable to rural residents. The program has grown to over 45,000 microentrepreneurs since 2003, reaching millions of consumers in 100,000 villages.

Through *Shakti*, HUL provides training to help its **women distributors become confident, independent businesswomen**. As most of the women live below the poverty line in extremely small villages, the earnings from the program are significant and often double household income.

Mr. Paranjpe serves on the managing committees of leading Indian industry associations. He chairs the Indo-Netherlands business committee of the Bombay Chamber of Commerce and Industry.



**Nitin Paranjpe**

Chief Executive Officer and  
Managing Director  
Hindustan Unilever Ltd. (HUL)  
and  
Group Vice President  
Unilever South Asia



Growing  
markets and  
income with  
women  
micro-  
entrepreneurs



**Mark Parker**  
President and  
Chief Executive Officer  
Nike Inc.



## Helping girls prove their value in developing countries

Mark Parker has been CEO of Nike since 2006, after nearly 30 years at the company. He is also a board member at the Nike Foundation, where the **singular mission is to invest in girls** in developing countries. In both organizations, a realization took hold several years ago that women were being underserved and underrated—whether as consumers of sports apparel or as people who could help break the cycle of poverty in poor nations. A new kind of thinking has made women more central to Nike’s strategy on both fronts.

Nike has long supported female athletes. The company is also committed to supplier diversity and to sourcing from women-owned businesses. However, to capture more of the growing, multibillion dollar women’s sports apparel market, different organizational, product and marketing strategies were necessary.

In parallel, the Foundation was considering where Nike could make the greatest impact. A full review yielded an unexpected answer: girls. Evidence showed that bolstering girls’ health, education and prosperity in developing countries could have a large impact on their families and on the economic prospects of their countries.

The Nike Foundation now works to put the “girl effect” into action, spending millions on basic needs as well as projects that **support young women workers and entrepreneurs**. It is also partnering with the World Bank’s *Adolescent Girls Initiative*, which focuses on the transition from school to productive employment.

Since 2006, Peter Sands has led Standard Chartered, one of the world's most international banks. Over 90 percent of its profits come from Asia, Africa and the Middle East. Mr. Sands stands behind his company's philosophy that focusing on the well-being and full potential of employees and customers is **vital for sustainable economic growth.**

Standard Chartered's strategic outreach to women encompasses customers, community and workplace. **Increasing women's access to finance** through micro and SME lending plays an important part. Microfinance presents tremendous opportunities for sustainable profit. Payback rates are high, and it helps people move from subsistence loans to enterprise loans, and eventually into the formal banking system. Standard Chartered has provided more than \$200 million for microfinance schemes, benefitting more than one million women thus far.

Standard Chartered has introduced **women-focused marketing** for its regular banking services, particularly in countries where women have had a lower rate of formal engagement with banks. This effort, along with microfinance, has helped Standard Chartered gain membership in the Global Banking Alliance for Women, a consortium of financial institutions that have successfully leveraged the women's market for profit and social good.

Mr. Sands is a board member of the Global Business Coalition on HIV/AIDS, TB and Malaria, which receives significant support from Standard Chartered. Prior to joining Standard Chartered in 2002, he was a director at McKinsey & Company.



**Peter Sands**

Group Chief Executive  
Standard Chartered PLC



Leveraging  
the women's  
market for  
profit and  
social good



**James Turley**  
Chairman and  
Chief Executive Officer  
Ernst & Young



Helping create  
role models  
and promote  
women in  
business

James Turley believes that when Ernst & Young puts its own people first, they deliver superior services to clients. A commitment to gender equity is part of this approach. Ernst & Young, one of the largest global organizations providing assurance, tax, transaction and advisory services, has a **long-standing record of working to advance women.**

Ernst & Young is ranked among *FORTUNE Magazine's* 100 Best Companies to Work For, among the Top Ten on *Working Mother's* 100 Best Companies for Working Mothers, and in *The Times* Top 50 Places Where Women Want to Work.

Ernst & Young is committed to helping its people, its clients and wider communities achieve their potential; as a result, the company is focused on **inclusiveness as a global business imperative.** It views inclusiveness broadly as it relates to both gender and to culture and is committed to leading change around the world.

In the US, Ernst & Young has had a dedicated focus on the recruitment and retention of women since 1996. Recognizing that **women entrepreneurs should also be nurtured,** Ernst & Young recently created the *Winning Women* competition. The program aims to boost entrepreneurial achievement by helping women gain access to critical business-building networks and opportunities.

Mr. Turley serves on several nonprofit boards, including Catalyst, an organization dedicated to expanding opportunities for women in business.

Elena Viyella de Paliza is one of the Dominican Republic's most influential business leaders and a strong **advocate for political reform and economic development**. In addition to leading Grupo Inter-Química S.A., which is the leading supplier of industrial chemicals in her country, Ms. Viyella is president of Indescorp S.A., a financial and management consulting firm.

Ms. Viyella's scope is local, national and international. When electricity was not reliable or not available, she co-founded Monte Rio Power Corp to deliver power to more than 125,000 homes and businesses. When she became president of her country's National Private Sector Council, Ms. Viyella pushed for a **more responsive business enabling environment**, including tax simplification, regulatory reform and greater investment in long-term competitiveness.

Internationally, Ms. Viyella serves on the board of the Inter-American Dialogue, which gathers leaders from across the Americas to address hemispheric problems and opportunities. She also participates in the Women's Leadership Conference of the Americas (WLCA), a related group that works to **assure that women's concerns are specifically addressed** in international forums, such as the Summit of the Americas. WLCA also monitors progress that countries are making and works to hold governments accountable.

Ms. Viyella is a past president of the Dominican Stock Exchange, the Dominican Manufacturers Association and the National Agribusiness Board. She currently is a board member of Potash Corporation of Saskatchewan.

**Elena Viyella de Paliza**  
President  
Grupo Inter-Química S.A.



Holding  
governments  
accountable  
on progress  
for women



**Yang Lan**

Chair  
Sun Media



Serving and  
influencing  
millions of  
Chinese  
working women  
online

Yang Lan is an iconic television talk-show personality and **one of China's most successful women entrepreneurs**. With her husband, Dr. Bruno Wu, she co-founded Sun Television Cybernetworks (SunTV) in 1999, and Sun Media Investment Holdings Ltd., a pioneering multimedia company that invests in television, publishing, sports marketing and new media.

Ms. Yang's work reflects and is **influencing the changing role of working women** in China. Her television programs, such as *Yang Lan: One-on-One*, entertain millions of viewers each week. Her company's regular surveys have also played an important role in revealing Chinese women's concerns and interests.

Building on Yang Lan's personal brand, the company's web portal, called *Her Village*, has become China's largest **online community for professional women**. It is used by more than 200 million people each month. The site brings together a vast network of multimedia content and TV talk shows focused on women's interests and positive female role models. *Her Village* has also become a powerful brand and marketing channel, tapping into the increasingly independent and savvy market of Chinese women consumers.

Ms. Yang is engaged in several philanthropic ventures. These include the Sun Culture Foundation, which she established to raise awareness about poverty and encourage communication among cultures.

Mona Zulficar is a successful corporate lawyer and an activist on behalf of **women's rights and economic opportunities** in Egypt. She was the first woman lawyer to be hired at her firm in 1976. Today she chairs its Executive Committee and leads its banking and capital markets group. Shalakany Law Office is the oldest and largest corporate law firm in Egypt—where today more than 25 percent of lawyers are women.

Ms. Zulficar has led a number of national campaigns to change legislation affecting women. This has **resulted in new laws** on marriage and divorce, nationality rights, family court and family insurance. Ms. Zulficar's advocacy also helped secure the appointment of Egypt's first woman judge.

As a specialist in the banking industry, Ms. Zulficar has also worked to address **women's lack of access to credit**. She founded and chairs Al Tadamun, a microfinance organization that empowers poor women through credit. Loans are used for a variety of income-generating purposes, including agriculture, shopkeeping and other cottage industries. Al Tadamun reaches more than 65,000 clients thus far. It was recently awarded the Grameen Foundation Pioneer MFI Award.

Ms. Zulficar is a board member of the Central Bank of Egypt and is directly involved in the country's institutional and regulatory reform program for banking and finance. She is vice chair of the UN Human Rights Council Advisory Committee and a member of Egypt's National Council for Human Rights.



**Mona Zulficar**

Chair, Executive Committee  
Shalakany Law Office



Strengthening  
legal rights  
as a  
first step  
in economic  
empowerment

# Global Private Sector Leaders Forum Members

<b>Lloyd Blankfein</b>	Chairman and Chief Executive Officer	The Goldman Sachs Group, Inc.	USA
<b>Henryka Bochniarz</b>	President	Boeing Central and Eastern Europe	Poland
<b>Frank J. Brown</b>	Dean	INSEAD	France
<b>John T. Chambers</b>	Chairman and Chief Executive Officer	Cisco Systems, Inc.	USA
<b>Kristin Clemet</b>	Chair	Norfund	Norway
<b>Samuel DiPiazza</b>	Chief Executive Officer	PricewaterhouseCoopers	UK
<b>Kevin L. Kelly</b>	Chief Executive Officer	Heidrick & Struggles	USA
<b>Nancy Killefer</b>	Senior Director	McKinsey & Company	USA
<b>Sung-Joo Kim</b>	Chairperson and Chief Executive Officer	Sungjoo Group/MCM Group	Korea/ Germany
<b>Wendy Luhabe</b>	Founding Member	Women Private Equity Fund	South Africa
<b>Marylin Carlson Nelson</b>	Chair	Carlson	USA
<b>Hüsnü Özyeğin</b>	Chairman	Finansbank	Turkey
<b>Nitin Paranjpe</b>	Chief Executive Officer and Managing Director	Hindustan Unilever Ltd. (HUL)	India

<b>Mark Parker</b>	President and Chief Executive Officer	Nike Inc.	USA
<b>Peter Sands</b>	Group Chief Executive	Standard Chartered PLC	UK
<b>James Turley</b>	Chairman and Chief Executive Officer	Ernst & Young	USA
<b>Elena Viyella de Paliza</b>	President	Grupo Inter-Quimica S.A.	Dominican Republic
<b>Yang Lan</b>	Chair	Sun Media Investment Holdings	China
<b>Mona Zulficar</b>	Chair, Executive Committee	Shalakany Law Office	Egypt

# The World Bank Group Gender Action Plan

The Global Private Sector Leaders Forum is an initiative of the World Bank Group Gender Action Plan, which promotes “**gender equality as smart economics.**” The plan supports women’s access to quality employment, high-value agriculture, business opportunities, land, credit, technology and essential infrastructure services such as transport, water and energy.

Women’s economic empowerment is not only a question of rights. Studies show that when women are given access to resources and opportunity, the benefits are large also for their families, their communities and ultimately for national development efforts.

Opening **economic options for women puts poverty reduction on a faster track** and steps up progress toward the Millennium Development Goals, which include the eradication of poverty and hunger by 2015.

## The World Bank Group

Contributing to women’s economic empowerment through policy interventions, on-the-ground projects, partnerships, research and gender analysis of broad economic issues.

**[www.worldbank.org/gender](http://www.worldbank.org/gender)**



“Forget China, India  
and the internet:  
economic growth  
is driven by women.”

–*The Economist*



Top left to right: World Bank photo/Jill Merrick; World Bank photo/Caroline Suzman; World Bank photo/Simone McCourtie  
Bottom left to right: World Bank photo/Caroline Suzman; World Bank photo/Aude de Thuin; World Bank photo/Caroline Suzman



THE WORLD BANK



gender equality as smart economics

A World Bank Group Action Plan



The World Bank Group  
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For more more information on the  
Global Private Sector Leaders Forum  
or to contact its secretariat office, go to:  
<http://pslforum.worldbankgroup.org/>.