
The World Economic Forum would like to thank Aetna, Booz & Company, Burda Media, Clifford Chance, The Coca-Cola Company, Ernst & Young, HCL, Heidrick & Struggles, Kraft Foods, ManpowerGroup, McKinsey & Company, Mumtalakat, NYSE Euronext, the Olayan Group, Omnicom and the Renault-Nissan Alliance and for their invaluable support of the Women Leaders and Gender Parity Programme and this Report.



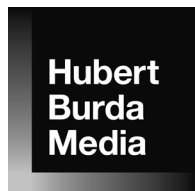
Aetna is a leading diversified healthcare benefits company and serves more than 35 million people around the world with information and resources to help them make better informed healthcare decisions. With a workforce of approximately 34,000, Aetna promotes the use of information technology to improve healthcare delivery and build more effective healthcare systems. An innovative leader in the US healthcare services industry, Aetna applies its expertise globally to collaborate with healthcare systems, government entities and plan sponsors to design locally appropriate solutions to measure and manage wellness, as well as improve health, quality and cost outcomes in Asia, Europe, the Middle East and North America. Aetna's expatriate business is one of the industry's largest international health benefits providers, supporting more than 400,000 members worldwide.

www.aetna.com



Booz & Company is a leading global management consulting firm, helping the world's top businesses, governments and organizations. Its founder, Edwin Booz, defined the profession when he established the first management consulting firm in 1914. Today, with more than 3,300 people in 60 offices around the world, Booz & Company brings foresight and knowledge, deep functional expertise and a practical approach to building capabilities and delivering real impact. Booz & Company works closely with its clients to create and deliver essential advantage through strategic insight and operational fitness.

www.booz.com



Burda Media is a media company with 100 years of family tradition that publishes over 260 magazines in Germany and in international markets such as Russia, Eastern Europe, Turkey and South Korea. Burda Media has been a pioneer in taking its strong brands and content to the digital world and transforming them into a convergent offering. The company has a consolidated turnover of 1.587 billion euros (2009) and has invested in more than 40 growth companies in the Internet sector, among them the leading European online business network XING. It holds a strong domestic radio portfolio, operates acclaimed TV productions and runs a media sales network and a cross-media dialogue marketing group.

www.hubert-burda-media.com



An ambition to be the world's premier law firm underpins Clifford Chance's business strategy. The firm aims to achieve this goal through sustained investment in managing knowledge and information and by creating a working culture in all its offices that enables its people to offer consistently high standards of client service.

Combining pragmatism and creativity, Clifford Chance offers practical solutions, a down-to-earth approach to complex cases, in-depth industry knowledge and market-leading expertise to address clients' day-to-day business issues. Clifford Chance builds long-term relationships with clients and is proud of the trust they place in the firm, as it works to develop and implement strategies to take clients' business further.

As one of the world's largest law firms, Clifford Chance embraces responsibilities that extend beyond its clients' work. Through an active programme of pro bono, arts and charitable initiatives, all its people are encouraged to develop strong links with the communities in which they work.

www.cliffordchance.com

The Coca-Cola Company

The Coca-Cola Company (NYSE: KO) is the world's largest beverage company, refreshing consumers with nearly 500 sparkling and still brands. Along with Coca-Cola, recognized as the world's most valuable brand, the Company's portfolio includes 12 other billion dollar brands, including Diet Coke, Fanta, Sprite, Coca-Cola Zero, vitaminwater, Powerade, Minute Maid, Simply and Georgia Coffee. Globally, the company is the number one provider of sparkling beverages, juices and juice drinks and ready-to-drink teas and coffees. Through the world's largest beverage distribution system, consumers in more than 200 countries enjoy the company's beverages at a rate of nearly 1.6 billion servings a day. With an enduring commitment to building sustainable communities, the company is focused on initiatives that protect the environment, conserve resources and enhance the economic development of the communities where it operates.

www.thecocacolacompany.com

ERNST & YOUNG Quality In Everything We Do

Ernst & Young is a global leader in assurance, tax, transaction and advisory services. Its 141,000 people are united by shared values and a commitment to quality. The company's staff work together to help each other develop and succeed personally and professionally, to help clients deliver on their promises to their markets and stakeholders and to make a difference in the communities in which they live and work.

www.ey.com

HCL

HCL is a US\$ 5.9 billion leading global technology and IT enterprise that comprises two companies listed in India—HCL Technologies and HCL Infosystems. Founded in 1976, HCL is one of India's original IT garage start-ups, a pioneer of modern computing and a global transformational enterprise today. Its range of offerings spans product engineering, custom and package applications, BPO, IT infrastructure services, IT hardware, systems integration and the distribution of ICT products across a wide range of focused industry verticals. The HCL team comprises over 80,000 professionals of diverse nationalities, who operate from 31 countries including over 500 points of presence in India. HCL has global partnerships with several leading Fortune 1000 firms, including leading IT and technology firms.

www.hcl.in

HEIDRICK & STRUGGLES

Heidrick & Struggles is the leadership advisory firm providing senior-level executive search and leadership consulting services, including succession planning, executive assessment, talent retention management, executive development, transition consulting for newly appointed executives, and M&A human capital integration consulting. For almost 60 years, they have focused on quality service, building strong leadership teams through relationships with clients and individuals worldwide. Today, Heidrick & Struggles' leadership experts operate from principal business centres in North America, Latin America, Asia Pacific and Europe, Middle East & Africa.

www.heidrick.com

kraft foods

Kraft Foods is building a global snacks powerhouse and an unrivalled portfolio of brands people love. With annual revenues of approximately US\$ 48 billion, the company is the world's second largest food company, making delicious products for billions of consumers in approximately 170 countries. Kraft Foods' portfolio includes 11 iconic brands with revenues exceeding US\$ 1 billion—Oreo, Nabisco and LU biscuits; Milka and Cadbury chocolates; Trident gum; Jacobs and Maxwell House coffees; Philadelphia cream cheeses; Kraft cheeses, dinners and dressings; and Oscar Mayer meats. Approximately 70 brands generate annual revenues of more than US\$ 100 million. Kraft Foods (NYSE: KFT) is a member of the Dow Jones Industrial Average, Standard & Poor's 500, Dow Jones Sustainability Index and Ethibel Sustainability Index.

www.kraftfoodscompany.com



ManpowerGroup (NYSE: MAN), the world leader in innovative workforce solutions, creates and delivers high-impact solutions that enable its clients to achieve their business goals and enhance their competitiveness. With over 60 years of experience, its US\$ 19 billion company creates unique time to value through a comprehensive suite of innovative solutions that help clients win in the Human Age. These solutions cover an entire range of talent-driven needs from recruitment and assessment, training and development, and career management, to outsourcing and workforce consulting. ManpowerGroup maintains the world's largest and industry-leading network of nearly 3,900 offices in over 80 countries and territories, generating a dynamic mix of an unmatched global footprint with valuable insight and local expertise to meet the needs of its 400,000 clients per year, across all industry sectors, small and medium-sized enterprises, local, multinational and global companies. By connecting its deep understanding of human potential to the ambitions of clients, ManpowerGroup helps the organizations and individuals it serves achieve more than they imagined—because their success leads to ManpowerGroup's success.

www.manpower.com

McKinsey&Company

McKinsey & Company is a management consulting firm that helps leading corporations and organizations make distinctive, lasting and substantial improvements in their performance. Over the past eight decades, the firm's primary objective has remained constant: to serve as an organization's most trusted external adviser on critical issues facing senior management. With consultants deployed from more than 90 offices in more than 50 countries, McKinsey advises companies on strategic, operational, organizational and technological issues. The firm has extensive experience in all major industry sectors and primary functional areas as well as in-depth expertise in high priority areas for today's business.

www.mckinsey.com

MUMTALAKAT

BAHRAIN INVESTMENTS

Mumtalakat is the investment company for Bahrain, and was established in June 2006 by royal decree as an independent holding company for the government's strategic non-oil and gas related assets. Mumtalakat was created to align and implement the execution of the government's initiatives to pursue value-enhancing opportunities, improve transparency and help achieve operational excellence. Mumtalakat holds stakes in over 35 commercial enterprises spanning a variety of sectors, including aluminium production, financial services, telecommunications, real estate, tourism, transportation and food production.

www.mumtalakat.bh



NYSE Euronext (NYX) is a leading global operator of financial markets and provider of innovative trading technologies. The company's exchanges trade equities, futures, options, fixed income and exchange-traded products in Europe and the United States. With more than 8,000 listed issues, NYSE Euronext's equities markets—the New York Stock Exchange, Euronext, NYSE Arca and NYSE Amex—represent nearly 40% of the world's equities trading, the most liquidity of any global exchange group. NYSE Euronext also operates NYSE Liffe, the leading European derivatives business and the world's second-largest derivatives business by value of trading. The company offers comprehensive commercial technology, connectivity and market data products and services through NYSE Technologies. NYSE Euronext is in the S&P 500 index and is the only exchange operator in the S&P 100 index and Fortune 500.

www.nyx.com



The Olayan Group is a private, multinational enterprise made up of more than 50 companies and affiliated businesses. Founded in 1947 by Suliman S. Olayan, the Group has spent more than 60 years building its reputation on a bedrock of dedication, integrity, teamwork, continual improvement and growth. In Saudi Arabia, where the Group originated, Olayan engages in product distribution, manufacturing, services and investment, often alongside leading multinational and regional partners. Internationally, the Group invests in public and private equities, including real estate, and in other asset classes. Olayan's mission is straightforward: to be a leading diversified Saudi enterprise, a major global investor and the company of choice for its partners, customers and employees.

www.olayangroup.com

OmnicomGroup Inc.

Omnicom is a strategic holding company headquartered in New York. It manages a portfolio of global market leaders in the disciplines of advertising, marketing services, specialty communications, interactive/digital media and media buying services. Omnicom Group companies cover more than 30 marketing communications disciplines across more than 200 strategic brand platforms, comprising three global advertising agency networks, leading national advertising agencies, a global network of more than 175 marketing services companies and a media group that includes two of the world's premier providers of media planning and buying services. Omnicom's commitment to excellence, quality and client satisfaction is a primary reason its record of new business wins and longevity of major client relationships is the best in the business. Its agency brands are consistently acknowledged as having the best creative talent in the world in all disciplines. A leader in digital media, Omnicom Group has been ranked number one in digital share of revenue among all holding companies.

www.omnicomgroup.com



The Renault-Nissan Alliance, created in 1999, is a unique partnership of five brands that sold more than six million units in 2010. The Alliance employs over 320,000 employees and is active in 190 markets. Renault and Nissan are run as separate companies but united through cross-shareholding, a shared focus on results-driven synergies, cross-cultural management and respect for individual brand and corporate identities. In 2010, the Alliance launched the first of eight planned electric vehicles (the Nissan LEAF), leading the drive toward sustainable zero-emission mobility. With five battery production plants and electric vehicle manufacturing in six countries, the Alliance will be the first automaker to mass market a full range of zero-emission vehicles. The Alliance has agreements with over 100 cities, states and countries that are working to establish the infrastructure and market conditions that will help make electric vehicles affordable and convenient.

www.alliance-renault-nissan.com



COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

The World Economic Forum is an independent international organization committed to improving the state of the world by engaging business, political, academic and other leaders of society to shape global, regional and industry agendas.

Incorporated as a not-for-profit foundation in 1971 and headquartered in Geneva, Switzerland, the Forum is tied to no political, partisan or national interests.

World Economic Forum
91–93 route de la Capite
CH-1223 Cologny/Geneva
Switzerland

Tel.: +41 (0) 22 869 1212
Fax: +41 (0) 22 786 2744

contact@weforum.org
www.weforum.org